

LOCAL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN 2015/2016

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LIST OF ACRONYMS/ABBREVIATION

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ACRONYMS/ABBREVIATIONS	DESCRIPTION
IDP	Integrated Development Plan
MLM	Modimolle Local Municipality
WDM	Waterberg District Municipality
NDP	National Development Plan
PGDS	Provincial Growth and Development Strategy
NSDP	National Spatial Development Perspective
COGHSTA	Department of Cooperative Governance Human Settlement and Traditional Affairs
MFMA	Municipal Finance Management Act, No 56 of 2003
MTEF	Medium Term Expenditure Framework
MDGS	Millennium Development Goals
SDBIP	Service Delivery and Budget Implementation Plan
PMS	Performance Management System
ITP	Integrated Transport Plan
EMP	Environmental Management Plan
WSDP	Water Services Development Plan
WSP	Water Services Provider
MSA	Municipal Systems Act, No 32 of 2000
SIP	Strategic Infrastructure Project
NGO	Non-Governmental Organization
CBO	Community Based Organization
TOR	Terms of Reference
PPP	Public Private Partnership
SMME	Small, Medium and Macro Enterprises
CPI	Consumer Price Index
KPA	Key Performance Area
KPI	Key Performance Indicator
PFM	Powers Performed by Municipality
LED	Local Economic Development
EPWP	Expanded Public Works Programme
DWAF	Department of Water Affairs and Forestry
CIP	Comprehensive Investment Plan
SPLUMA	Spatial Planning and Land Use Management Act
LG SETA	Local Government Skills Education Training Authorities
SDF	Spatial Development Framework
LUMS	Land Use Management System
GIS	Geographic Information System
HIV	human immunodeficiency virus
HAST	HIV AIDS, Sexually Transmitted Diseases and Tuberculosis
DBSA	Development bank of Southern Africa
ESP	External Service Provider
GHG	Greenhouse Gas
GVA	Gross value added
IWMP	Integrated Waste Management Plan
JIPSA	Joint initiative on preferred skills acquisition
MPAC	Municipal Public Accounts Committee
LGTAS	Local Government Turnaround Strategy
GRAP	Standard of Generally Recognised Accounting Practice
SCM	Supply Chain Management
FY	Financial Year
MEC	Member of the Executive Committee
LEGDP	Limpopo, Employment, Growth and Development plan
LSDF	Limpopo Spatial Development Framework
UNFCCC	United Nations Framework Convention on Climate Change
GHG	Greenhouse Gas
ABET	Adult Basic Education and Training
PMS	Performance Management System
WSP	Workplace Skills Plan
WSDP	Work Skills Development Plan



C H A P T E R

EXECUTIVE SUMMARY

0

MUNICIPAL VISION, MISSION STATEMENT AND VALUES

Vision Statement

A vision provides a compelling picture or view of the picture; it directs the endeavors of the organization and the people associated with it to become motivated and work towards creating the idealized picture. The new vision of Modimolle was developed during the February 2012 and adopted by the IDP Representative Forum. The purpose of this revision was to ensure that it is appropriate, considering the development plans for the municipality and that it is aligned to the national vision for 2030

"The eco-tourism destination of choice"

Mission Statement:

The mission of the municipality should address the objects of local government as stipulated in Section 152 of the Constitution indicating that a municipality must be based on democratic and accountable governance, sustainable, services, social and economic development, safe and healthy environment and community involvement. The mission must also support the key requirements of the Municipal System Act

"To provide sustainable affordable services to the community of Modimolle through efficient administration of resources"

Municipal Core Values:

The Modimolle Local Municipality is guided and committed to the following core values:

TABLE ES 1: MUNICIPAL VALUES	
VALUES	DESCRIPTION
Integrity	Always striving to have courtesy, dignity and honest our dealings
Services Excellence	Provision of first class services which reflect value for money
Consultation	Consult with community and other stakeholders on decision making
Commitment	Committed to pledge (deliver on what is promised)
Transparency	Openness in dealing with the community and giving necessary information

MAYOR'S FOREWORD



**HONORABLE MAYOR:
CLLR K.E. LEKALAKALA**

I, in my capacity as the Mayor of Modimolle Local Municipality, hereby present the 2015/2016 Integrated Development Plan (IDP) which according to section 25 of the Local Government Municipal Systems Act 32 of 2000, each municipal council must within a prescribed period after the start of the elected term, adopt a single inclusive strategic plan for the development of the municipality which links, integrates and co-ordinates plans for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan.

This strategic document is a service delivery vehicle that is mandatory and overarching process run collectively by all role players within the municipality to achieve developmental objectives of local government. This review was outlined through public participation process which was approved framework and reviewed Process Plan to produce the IDP documents for 2015/2016.

We are committed as the municipality to change the lives of our communities and also strive to render the quality of services. Public Participation Programme has helped to close the social distance between community and Council.

During our Strategic Planning Sessions we look into cognizance the implications of the National Development Plan objectives to address the needs of our communities.

The document has taken note of the National Development Plan which captures the following twenty milestones, which must be achieved fully and slightly by 2030. Inputs from communities and stakeholders were printed as per the mandates of local governments.

I wish to express my most gratitude to all participants for their significant contribution in the development of the documents and these simply entrenches principles of democracy. It remains critical to acknowledge the role of the Executive Committee Council and Management for their sterling hard through all hardship to provide the excellent leadership.

The document will reflect the achievement with the celebration of twenty years of democracy.

Indeed, working together we can build better communities and take South Africa forward.

I thank you

By Her Worship,

**CLLR K.E. LEKALAKALA
EXECUTIVE MAYOR**

MUNICIPAL MANAGER'S FOREWORD



**MR. N.S BAMBO:
MUNICIPAL MANAGER**

The Modimolle Local Municipality has embarked on the process of consultative engagement sessions with its community in reviewing the 2015/16 IDP/Budget. The IDP/Budget sets out clear developmental objectives and targets and provides direction to improve service delivery. External stakeholders were involved in identifying and prioritising needs.

The IDP/Budget facilitates budgeting in accordance with planning; it enables the budget to be linked to the vision and mission of the Modimolle Local Municipality. In particular it provides for strategic management based on a realistic budget, driven by key developmental priorities.

This IDP/Budget promotes cooperative Governance as it includes projects from different Government Sectors. The implication thereof is inclusivity of all Government structures in our plight to deliver services in an integrated, democratic and sustainable manner.

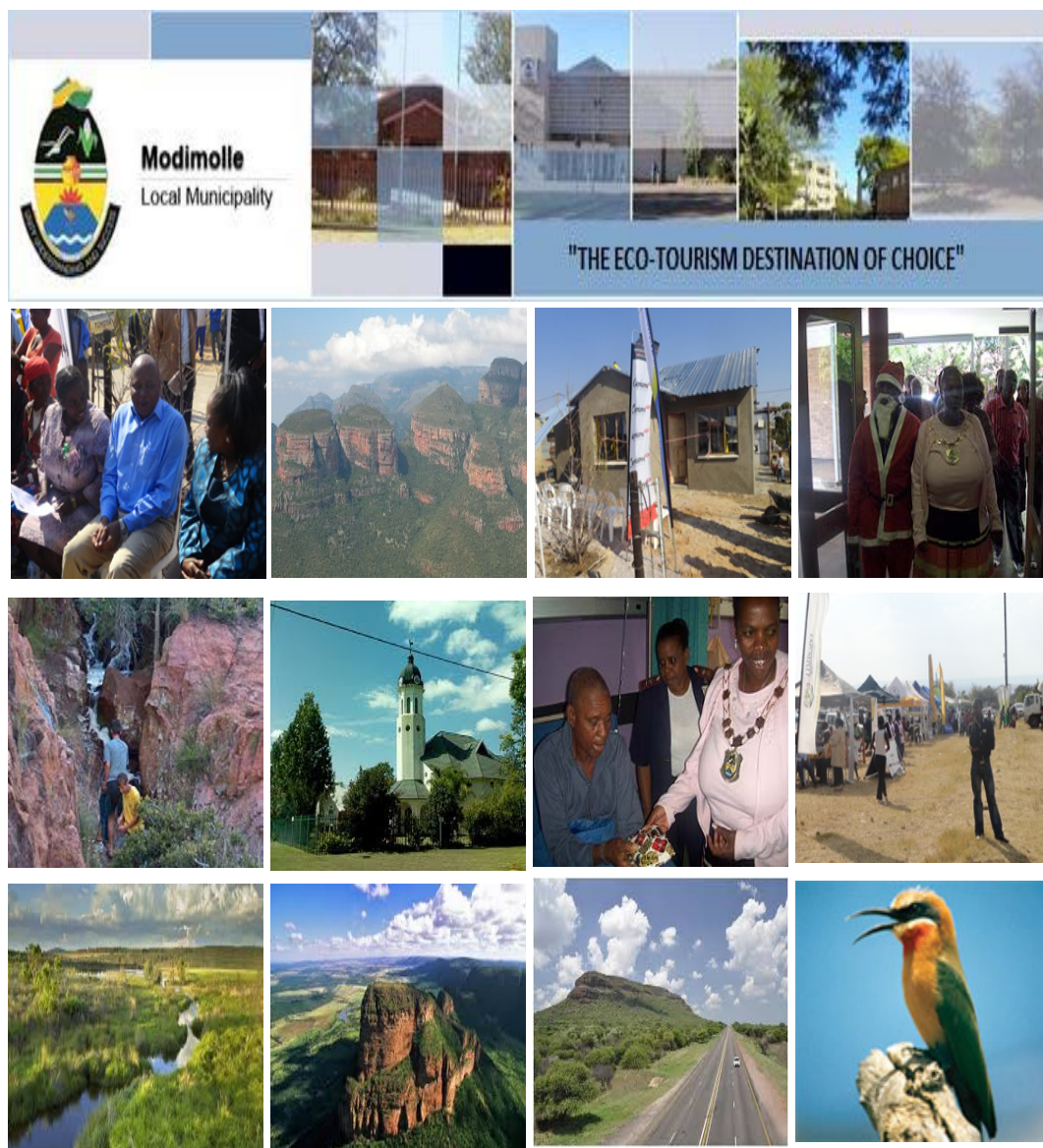
The IDP/Budget also forms the basis on which management's performance will be rolled out. Quarterly reports on progress will empower the community to assess the situation and to participate fully at report back meetings. This will make the IDP/Budget a living document that will provide a solid foundation for future change on how and where services should be implemented. Empowered community members will be able to share responsibility and provide guidelines to their political representatives.

The current bulk supply of water, sanitation, electricity and refuse removal is no longer adequate and the Municipality is under pressure to review and upgrade these services as more and more households begin to gain access to these services. Given the above circumstances, the Municipality does envisage bulk infrastructure and economic development to top the priorities of the IDP/Budget.

The challenge in any IDP/Budget is the availability of the resources to address the needs. It is the resources that inform the pace at which the needs can be addressed and the plan implemented. Inadequate progress in full implementation of the previous plans, is informed to a large extent, by resource limitation. It is also for this reason that it is imperative that the resources, limited as they may be, are utilized efficiently and effectively.

The Municipality would like to express gratitude to all those who have participated through our IDP/Budget engagements and made valuable contributions in the developing this document, and further call upon their support in the implementation of the IDP/Budget.

**N.S. BAMBO
MUNICIPAL MANAGER**



C H A P T E R

PLANNING FRAMEWORK

1

1.1 INTRODUCTION AND OVERVIEW

1.1.1 WHAT IS INTEGRATED DEVELOPMENT PLANNING (IDP)?:

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan is a **product** of the integrated development planning process. The IDP is a **strategic planning instrument**, which guides and informs all planning, budgeting, management and decision-making in a municipality.

It remains an important fulcrum upon which planning at all levels of government revolves in pursuit of providing quality, sustainable services to residents of a municipality. As a planning tool, the credibility of this integrated development is premised on the vertical and horizontal alignment and coordination of strategic initiatives, service delivery and infrastructure development programmes between the national, provincial and local government.

The IDP therefore remains an important planning approach in stimulating a responsive approach to the challenges faced by the communities of Modimolle Local Municipality. Its main thrust is on ensuring community involvement in their own development, sustainable development planning approaches and integration of the social, economic and environmental issues as a holistic approach to infrastructure development and service delivery. This IDP realizes the importance of strengthening the municipal institutional arrangements and capacity to adequately respond to the identified needs of residents of the Modimolle Local Municipality.

Through this integrated development plan the Modimolle Local Municipality strives towards a single integrated approach to planning that seeks to align municipal strategy, priorities determined by the Executive, and business plans prepared by directorates and provincial/national programmes targeted at Modimolle Local Municipality. Another core focus of this document remains outcome 9 which seeks to follow an outcome-based approach aimed at sustaining an efficient, effective and responsive local government.

Overall this integrated development plan focuses on a medium term approach (five years) for the period 2011/2012 – 2015/2016. The structure of the document is as follows:

- ☑ Chapter 1: Planning Framework
- ☑ Chapter 2: Municipal Profile
- ☑ Chapter 3: Situational Analysis;
- ☑ Chapter 4: Municipal Priorities and Community Needs
- ☑ Chapter 5: Vision and Mission; Strategic Goals and Objectives
- ☑ Chapter 6: Alignment of Community Needs, Projects and Programme and Budget
- ☑ Chapter 7: Integration;
- ☑ Chapter 8: Approval and Implementation

1.1.2 UNDERSTANDING THE IDP CONCEPT:

The Integrated Development Plan, commonly referred to as IDP is a key tool for developmental local government and is a process by which a municipality prepares a five year strategic plan that is reviewed annually in consultation with communities and key stakeholders. The IDP is implementation oriented and promotes integration by balancing the social, economic and ecological pillars of sustainability taking into account institutional capacity required for its implementation, and through coordination of actions across all sectors and spheres of government.

The IDP is legislated through the Local Government: Municipal Systems Act 32 of 2000. It must be specific to the challenges of the communities, and aligned to the municipal budget, business plans, and land use management decisions of the municipality. The purpose of the IDP can be summarized as follows:

- ☑ **Contributes towards eradicating the development legacy of the past** by ensuring a shared understanding of spatial and development opportunities, pursuing strategies directed at poverty alleviation, promoting social equity and addressing sustainable development.
- ☑ **Operationalise the notion of developmental local government** through the formulation of integrated sustainable programmes, attraction of investments through sound financial plans, effective use of resources, forging political accountability and performance monitoring.
- ☑ **Foster a culture of cooperative governance** through communication and interaction between spheres and sectors, and forging service delivery partnerships by streamlining resources towards common goals.

The IDP is continually monitored to track implementation of objectives and is reviewed annually in response to changing circumstances and performance management information. It can thus be concluded that the IDP is a cycle of planning implementation, monitoring and review.

1.1.3 LEGAL STATUS AND LEGAL FRAMEWORK:

Chapter 5 of the Local Government: Municipal Systems Act 32, 2000 dictates that a municipality develops a single, inclusive and strategic plan for development of the municipality aligned to the development initiatives of surrounding municipalities and other government/sector departments. The Act requires the municipality to formulate an IDP inclusive of the following components:

- ☑ A long term vision of the municipality focused on the most critical development and internal transformation needs;
- ☑ An assessment of the existing levels of development in the municipality which must include the identification of the need for basic municipal services;
- ☑ The municipal development priorities and objectives for its elected term;
- ☑ The municipal development strategies which must be aligned with any national or provincial sector plans and planning requirements;
- ☑ A spatial development framework which must include the provision of basic guidelines for a land use management system;
- ☑ The municipal operational strategies;
- ☑ A disaster management plan;
- ☑ A financial plan, which must include a budget projection for at least the next three years; and
- ☑ Key performance indicators and performance targets.

The Municipal Planning and Performance Regulations (2001) set the following requirements for the IDP:-

- ☑ An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- ☑ Investment initiatives should be clarified;
- ☑ Development initiatives including infrastructure, physical, social and institutional development; and
- ☑ All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The Local Government: Municipal Finance Management Act 53, 2003 places a premium on the alignment/integration of the IDP with the Annual Budget. This alignment is important especially in the case of Modimolle Local Municipality in ensuring that the IDP and budget are integrated. The SDBIP also needs to be developed and approved by the Mayor for the implementation of service delivery and the Annual Budget. The SDBIP (Service Delivery and Budget Implementation Plan) consists of monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

The 2011/2016 IDP therefore aligns the key performance indicators as contained in the SDBIP, the key performance indicators of senior managers with key programmes, as well as the Municipal Performance Management System.

1.1.4 THE LIFESPAN OF AN IDP:

The IDP is linked to the term of office of councilors. The new council has the option either to adopt the IDP of its predecessor should it feel appropriate to do so or develop a new IDP taking in to consideration already existing planning documents.

1.1.5 WHO IS RESPONSIBLE FOR THE IDP?

Integrated Development Planning is not just about spatial planning. It is a mechanism to manage the affairs of the municipality. In terms of the Municipal Systems Act, 2000 the Executive Committee or Mayor has the responsibility to manage the preparation of the IDP or assign this responsibility to the municipal manager. In most cases the IDP Manager, assisted by the IDP Coordinator, linked and reporting directly to the Municipal Manager and the Executive Committee or Mayor, is appointed to manage the process.

1.1.6 PURPOSE OF THE IDP:

The IDP is a continuous process whereby municipalities prepare five year strategic developmental plans which must be reviewed annually in consultation with the communities and all stakeholders (internal and external). The aim of these plans is to promote integration and sustainability without compromising the internal capacity required to implement and maintain such projects/programmes.

Preparing an IDP is a legal requirement in terms of the Municipal Systems Act, however that it's not the only reason why municipalities must prepare the plans. Under the new constitution, municipalities have been awarded major developmental responsibilities to ensure that the quality of lives for its citizens is improved.

The core benefits of an IDP are summarized as follows:

- ☑ It assists the municipality in fulfilling its constitutional mandate as a developmental local government;
- ☑ It helps to make more effective use of scarce resources;
- ☑ It integrates and co-ordinates service delivery within a municipality;
- ☑ It helps to speed up delivery;
- ☑ It forms the foundation on which annual budgets must be based; It helps to attract additional funds;

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2015/2016**

- ☑ It helps to strengthen democracy and hence institutional transformation because decisions are made in a democratic and transparent manner, rather than by a few influential individuals;
- ☑ It helps to overcome apartheid legacy at local level;
- ☑ It promotes intergovernmental coordination;
- ☑ It helps taking informed decisions at management level;
- ☑ It ensures alignment of municipal sector planning and spatial development planning;
- ☑ It ensures prioritization of projects/programmes to inform the budgeting process
- ☑ It ensures vertical and horizontal alignment

1.1.7 THE IDP THE MATIC PLANNING APPROACH (PLANNING PROCESS):

The process of developing an IDP is done in **five key phases** which include:

TABLE 1.1: MODIMOLLE IDP PLANNING PROCESS		
PURPOSE	PROCESS	OUTPUT
PHASE1 - ANALYSIS		
To ensure that decisions are based on: ☑ Community priority needs and problems ☑ Available and assessable resources ☑ Dynamics influencing the development in municipalities ☑ Development patterns and trends	☑ Data-based analysis of current situation/ standards/gaps ☑ Participatory problem analysis ☑ Participatory analysis of problems /needs and the prioritization of such problems/ needs which need to be addressed	☑ Assessment of the existing situation and service delivery level ☑ Priority issues/ problems statement ☑ Understanding of the causes of the identified issues ☑ Knowledge on available resources and potential
PHASE2 - STRATEGIES		
To ensure: ☑ Taking into consideration policy guidelines and principles, available resources, alignment, agreed vision	☑ Sector meetings as a forum for open discussion ☑ Inter-government workshops to ensure alignment	☑ Vision for the municipality ☑ Objectives for each priority issue ☑ Strategic options for each issue ☑ Tentative financial framework for projects ☑ Identification of projects
PHASE 3 - PROJECTS		
To ensure: ☑ A definite planning/service delivery link through a proper planning and prioritization process	☑ Identification and listing of projects in line with development strategies	☑ Determine indicators (quantities and qualities)for objectives ☑ Project outputs with targets and location ☑ Major activities, timeframes Assign roles and responsibilities ☑ Costing and budget estimates and sources of funding
PHASE 4 - INTEGRATION		
To ensure: ☑ Screening/ revision of projects ☑ Compilation of integrated programmes /plans	☑ Presentation of project proposals to the IDP Rep. Forum and discussion Alignment within the municipality ☑ Revision by project task teams ☑ Compilation of revised proposals	☑ Revised project proposals ☑ 5 year financial plan ☑ 5 year capital investment programme ☑ 5 year municipal action plan ☑ Integrated Sector Plans ☑ Institutional plan for implementation and management ☑ Consolidated monitoring/ Performance Man. System ☑ Outcomes of sector plans to be aligned with IDP ☑ Disaster Management Plan
PHASE 5 - APPROVAL		
☑ To ensure that, before adoption by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been afforded the opportunity to comment on the draft IDP. ☑ This process will ensure a sound basis of legitimacy, support and relevance	☑ Alignment with all National and Provincial policies and programmes ☑ Legal compliance check ☑ Sector alignment ☑ Feasibility check ☑ Transparency ☑ Financial adoption by Council	☑ An adopted Integrated Development Plan (2011to2016)for the Modimolle Local Municipality

1.1.8 ANNUAL IDP REVIEW PROCESS

A specific process legally required of Municipalities is to review the achievements of the implementation of the IDP and to make any necessary changes to the IDP plan and feed into the budget for the following financial year.

The Integrated Development Planning Process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance Management fulfils the implementation management, monitoring and evaluation of the IDP process.

Section 34 of the Municipal Systems Act, 32 of 2000 deals with the review and amendment of the IDP.

"Annual review and amendment of Integrated Development Plan. A Municipal Council":

- (a) *Must review its integrated development plan*
 - (i) *Annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) *To the extent that changing circumstances so demand; and*
- (b) *May amend its integrated development plan in accordance with a prescribed process."*

The review and amendment process must also adhere to the requirements for public participation as set out in Chapter 4 of the MSA. This will involve establishing processes and structures for public participation, as was required for the process of drafting the IDP.

The Municipal Financial Management Act stresses the strong linkage between the review of the IDP and the annual Municipal budgeting process.

As a general rule, when the IDP is reviewed, it means that all the integrated plans and programs forming part of the IDP are reviewed as well e.g. Spatial Development Framework, Water Services Development Plan, By-laws and Policies.

In the review process, sector requirements regarding adherence to principles (e.g. National Environment Management Act, 107 of 1998) have to be taken into consideration. Performance/ Implementation should be evaluated in terms of such principles and inform the review process.

1.8.1.1 The IDP Review in context:

In the first IDP review cycle, changes to the IDP process and the IDP may be required from four sources, namely:

- ☑ Dealing with the MEC's comments
- ☑ Dealing with amendments necessitated by an unexpected event/change in circumstances in the period before the annual review
- ☑ Ensuring that the IDP process meets the requirements of being:
 - ✓ Implementation oriented
 - ✓ Strategic
 - ✓ Integrated
 - ✓ Participatory (filling the gaps)

1.8.1.2 Annual IDP Revision

An immediate amendment of the IDP may be relevant if the event or new information, for example:

- ☑ Has a substantial impact on the nature or understanding or priority issues in the Municipality that may require adjustments to strategies, projects and programs (e.g. new information indicates a previously unrecognized potential for disaster.)
- ☑ Is related to changes in the budget/financial plan (e.g. only the third of the expected revenue realized and the budget has to be reviewed, and
- ☑ Presents new opportunities with an immediate effect (e.g. a donor program requiring a quick response from the Municipality, or allowing the Municipality to speed up implementation).

The Local Government: Municipal Planning and Performance Management Regulations, 2001 set out details regarding the prescribed process to amend the IDP.

- ☑ Only a member or Committee of Municipal Council may introduce a proposal for the amending the of the Municipality's Integrated Development Plan in the Council.
- ☑ A reason for amending the IDP must accompany the proposal to amend the IDP, and the proposal must also be aligned with the district's IDP framework

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- ☑ The amendment is adopted via a decision taken by the Municipal Council
- ☑ Reasonable notice must be given to the members of the Council, and the amendment must also be published for public comments for atleast 21 days.
- ☑ A District Municipality must consult the local Municipalities in the area and take their comments into account.
- ☑ A Local Municipality must consult the district Municipality in its area and take its comments into account.

1.1.8.3 Improving the IDP process

Especially after the first round of IDP, many process related issues may not be resolved or may require refinement. It may be necessary to effect institutional, process or content related changes to ensure that the review process incorporates those changes or amendments that are necessary to ensure that the integrated development processes are:

- ☑ Strategic
- ☑ Implementation orientated
- ☑ Participatory
- ☑ Integrated

1.1.9 Current Integrated Development Plan

This Integrated Development Plan exists as a planning tool to achieve the developmental local government objective of the Modimolle Local Municipality as envisaged both in the Constitution of South Africa Act, 1996 and the White Paper on Local Government, 1998. It seeks to galvanize the technical inputs and assessments of the various stakeholders into a single credible planning document that gives life to the medium term vision of the municipality.

Modimolle Local Municipality's Integrated Development Plan has been reviewed through a consultative process as outlined within the Integrated Development Plan Approved Framework and Process Plan (See section). The framework outlines the legislative framework and states when, how and by whom activities will be undertaken.

MLM foster more appropriate delivery of services and to provide a framework for economic and social development in a municipality. A range of links exist between Integrated Development Planning and its developmental outcomes (e.g. financial viability of municipalities, urgency of service delivery and employment generation). Integrated development legacy of the past is making the nation of developmental local government work and fostering co-operative governance. The Co-operative Governance, Human Settlement and Traditional Affairs IDP Guidelines summarized the purpose of the Integrated Development Planning Process as follows:

- ☑ To eradicate the development legacy of the past:
- ☑ A mechanism to restructure our cities, towns and rural areas,
- ☑ A mechanism to promote social equality,
- ☑ A weapon in the fight against poverty, and
- ☑ A catalyst in the creation of wealth

In this regard the current IDP finds its shaping from both the National and Provincial (MEC's Comments) Assessments, the current national government planning approach (outcomes-based approach) as well as the Municipal Turnaround Strategy document adopted during March 2010.

1.2 LEGISLATIVE FRAMEWORK

Municipalities constitute the last layer of spheres of government in a Democratic South Africa. They (Municipalities) are spheres of government at the coal phase because that is where services are rendered to communities. In terms of the Constitution of the Republic of South Africa Act no 108 of 1996, Municipalities were established with the following objects;

Objects of Local Government:

- ☑ Provide Services to the Communities in a sustainable manner
- ☑ Provide democratic government to Communities
- ☑ Promote local economic development
- ☑ Promote safe and healthy environment
- ☑ Encourage involvement of communities and Community organization in matters of local government

It against this backdrop that Municipalities have to develop Integrated development plans as vehicle or platform for spheres of government and other role players to converge to realize the objects of local government as indicated above

1.2.1 Legislations and Policies that guides and informs IDP Process

The following lists are some of the legislations and policies that are critical and central to the Modimolle Local Municipality IDP 2011 to 2016, compilation and development process:

TABLE 1.2: LEGISLATIONS THAT GUIDES AND INFORMS IDP PROCESS

ACTS	DESCRIPTION/FOCUS
The Constitution of the Republic of South Africa (Act No. 108 of 1996)	<p>Constitution of the Republic of South Africa provides a broad framework which guides local government in terms of its mandate.</p> <p>Section 152 requires local government to:</p> <ul style="list-style-type: none"> ☑ Provide democratic and accountable government for local communities ☑ Ensure the provision of services to communities in a sustainable manner ☑ Promote safe and healthy environment ☑ Encourage the involvement of communities and community organizations on matters of local government <p>Further section 153 requires that municipalities must:</p> <ul style="list-style-type: none"> ☑ Structure and manage its administration, and budgeting, and planning processes to give priority to basic needs of the community and to promote social and economic development of the community, and ☑ Participate in national and provincial development programmes
Development Facilitation Act no 65 of 1995	<p>Prescribe land development procedures based on the principles of integrated planning, optimal use of existing resources and the promotion of sustainable development.</p> <p>Sections of the Act states that development initiatives are necessary for promoting integration in respect of social, economic institutional and physical aspects of development; promoting integrated development in rural and urban areas; promoting development of localities that are nearer to residential and employment opportunities; optimizing the use of existing resources; discouraging urban sprawl; and contributing to more compact cities and towns.</p>
Batho Pele White Paper of 1997	<p>Make provision for eight batho pele principles which should guide conduct of public service in providing services to the communities.</p> <p>In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles):</p> <ul style="list-style-type: none"> ☑ Consultation: citizens should be consulted about the level and quality of the public service they receive and wherever possible, should be given a choice about the services that are offered; ☑ Service Standards: Citizens should be told what level and quality of public services they would receive so that they are aware of what to expect; ☑ Access: All citizens should have equal access to the services to which they are entitled; ☑ Courtesy: Citizens should be treated with courtesy and consideration; Information: Citizens should be given full, accurate information about the public services that are entitled to receive; ☑ Openness and transparency: Citizens should be told how the national and provincial departments are run, how much they cost, who is in charge; ☑ Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy, ☑ and when complaints are made, citizens should receive a sympathetic, positive response; ☑ Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
White Paper on Local Government of 1998	<p>White paper on local government paper provides policy clarity the kind of local government needed to democratize and facilitate delivery of services to all communities. It describe the developmental responsibility of local government. It further prescribe the basis for a new developmental local government and classify it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet all the needs of communities in a holistic way. The white paper further promotes three important developmental approaches:</p> <ul style="list-style-type: none"> ☑ Integrated development planning and budgeting; ☑ Performance management; and ☑ Participatory approach, working together with communities and partners.
Municipal Systems Act no 32 of 2000	<p>This is the key legislation that guides the processes in developing and reviewing the IDP/Budget. The said Act mandates the municipality by the following:</p> <ul style="list-style-type: none"> ☑ Chapter 5: Each municipal council shall, upon election, adopt a single inclusive and strategic plan which: <ul style="list-style-type: none"> ✓ links, integrates and co-ordinates municipal implementation plans; ✓ Aligns the available resources and capacity with the implementation plan. ☑ Section 28: Each municipal council shall adopt an IDP Process Plan to guide all phases of the ☑ Section 34: Each municipal council shall review its IDP annually, taking into consideration the following aspects: <ul style="list-style-type: none"> ✓ An assessment of its performance measurements ✓ To the extent that changing circumstances so demand ✓ May amend its IDP according to a prescribed process if deem necessary

TABLE 1.2: LEGISLATIONS THAT GUIDES AND INFORMS IDP PROCESS

ACTS	DESCRIPTION/FOCUS
The Municipal Structures Act (Act 117 of 1998)	<p>The said Act provides for the following:</p> <ul style="list-style-type: none"> ☑ Chapter 5: Stipulates the general functions and powers of municipalities ☑ Section83(1): Each municipality has powers and functions assigned to it in terms of the provisions of the Constitution ☑ Section83(2): Powers and functions must be divided between the District Municipality and the Local Municipalities
Municipal Finance Management Act no 56 of 2003	<p>To secure sound and sustainable management of the financial affairs of the municipalities and other institutions in local government. It provides clarity on municipal budgetary process and how these budgets must be utilized This act addresses three critical aspects in the IDP implementation plan, namely:</p> <ul style="list-style-type: none"> ☑ Transformation of the procurement approach; ☑ Alignment of the IDP, budgeting and performance management processes; ☑ Linkage of IDP time frames with budget time frames.
Traditional leadership and Governance Act 41 of 2003	<p>Promotes and clarify roles between Municipalities and Traditional authorities. This Act makes clear the role of the traditional leadership in the democratic and co – operative governance. The Act envisages an active involvement of the traditional leadership in the formulation and the implementation of the integrated development plans. Section 4 of the Act provides for the establishment of traditional councils that should be:</p> <ul style="list-style-type: none"> ☑ Support municipalities in the identification of community needs; ☑ Facilitate the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides; ☑ Participate in the development of policy and legislation at the local level; and ☑ Promote the ideals of co – operative governance, integrated development planning, sustainable development and service delivery to promote indigenous knowledge systems for sustainable development and disaster management. <p>Section 5 (2) of the Act affirms that any partnership between a municipality and a traditional council must:</p> <ul style="list-style-type: none"> ☑ Be based on the principles of mutual respect and recognition of the status and roles of the respective parties; and ☑ Be guided by and based on the principles of co – operative governance. ☑ One village resides in traditional authority governed area. To this effect, Modimolle Municipality has involved the traditional leader in both the IDP review process and any other developmental matter involving their areas of governance.
Intergovernmental relations framework Act no 13 of 2005	<p>This provides clarity on how all the three spheres of government must work together. The Act is a response to the limited successes in the alignment efforts among the three spheres of government. It creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP's. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance.</p>
National Environmental Management Act no 107 of 1998	<p>Provide guidance on issues of environmental management and how Municipalities can integrate issues of environment into development. It identifies economic, social and environmental issues as pillars of sustainable development. make provision environmental impact assessment as an instrument that can used to assess the negative and positive impacts of proposed projects ad recommend to mitigate potential negative impacts and enhance the positive impacts</p>
Local Government: Planning and Performance Regulations, 2001	<p>Set out the following further requirements for the IDP:</p> <ul style="list-style-type: none"> ☑ An Institutional Framework for implementation of the IDP and to address the Municipality's internal transformation. ☑ Investment initiatives that should be clarified. ☑ Development initiatives including infrastructure, physical, social and institutional development. ☑ All known projects, plans and programmes to be implemented within the Municipality by any organ of state.

TABLE 1.3: POLICIES THAT GUIDES AND INFORMS IDP PROCESS

POLICIES	DESCRIPTION/FOCUS
Local Agenda 21	<p>This advocates for governments including municipalities to engage in sustainable development. Development so that future generations can still be able to survive. Local authorities must work in partnership with their communities</p>
Millennium Development Goals	<p>Identifies eight millennium development goals that all nations must achieve by 2015.it advocates amongst others halving poverty, universal primary education, global partnership for development, improved environmental sustainability, reducing child mortality, reducing maternal mortality, eliminating gender disparity and halting the spread of HIV/Aids</p>
National Spatial Development Perspective (NSDP)	<p>It provides for focusing of development on areas of potential as a catalyst towards improvement of lives of communities. Areas of potential or nodal points should be prioritized for infrastructure investment.</p>

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Limpopo, Employment, Growth and Development plan (LEGDP)	It is plan that geared towards economic growth and job creation in the province and different role players can contribute towards achievement of targets of LEGDP. It identifies 3 programmes as main drivers of LEGDP.
New Growth path	Focuses on creating decent work, reducing inequality and defeating poverty through restructuring of South African economy
National Development Plan	Provide a vision for development for next 30 yrs. Municipalities must contribute towards realization of this vision
National Priorities	<p>Five key National priorities that need to be complied with:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Creation of decent work and sustainable livelihoods <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Health <input checked="" type="checkbox"/> Rural development and food security <input checked="" type="checkbox"/> The fight against crime and corruption
Twelve National Outcomes	<p>In pursuit of the above state five key priorities twelve national outcomes were developed to guide the programmes of department, parastatals, municipalities and civil society in general.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improve the quality of basic education <input checked="" type="checkbox"/> Improve health and life expectancy <input checked="" type="checkbox"/> All people in South Africa protected and feel safe <input checked="" type="checkbox"/> Decent employment through inclusive economic growth <input checked="" type="checkbox"/> A skilled and capable workforce to support inclusive growth <input checked="" type="checkbox"/> An efficient, competitive and responsive economic infrastructure network <input checked="" type="checkbox"/> Vibrant, equitable and sustainable rural communities and food security <input checked="" type="checkbox"/> Sustainable human settlements and improved quality of household life <input checked="" type="checkbox"/> A response and accountable, effective and efficient local government system <input checked="" type="checkbox"/> Protection and enhancement of environmental assets and natural resources <input checked="" type="checkbox"/> A better South Africa, a better and safer Africa and world <input checked="" type="checkbox"/> A developmental-oriented public service and inclusive citizenry
State Of The Nation Address, 12 February 2015	<p>This week the International Monetary Fund revised down to 3,5%, the Gross Domestic Product (GDP) growth forecasts for global economic growth in 2015. Our ambition of achieving a growth target of 5% by 2019 is at risk, because of the slow global growth as well as domestic constraints in energy, skills, transport and logistics amongst others.</p> <p>However, the situation is more promising on the jobs front. Two days ago, Statistics South Africa released the employment figures for the last quarter of 2014. The report shows that there are now 15,3 million people who are employed in South Africa. Jobs grew by 203 000. Our investment in youth employment is also paying off. The Employment Tax Incentive which was introduced last year directed mainly at the youth, is progressing very well. R2 billion has been claimed to date by some 29 000 employers, who have claimed for at least 270 000 young people. We have thus far created more than 850 000 work opportunities. This means that we are poised to meet the annual target of one million job opportunities. In addition, our environmental programmes such as Working on Waste, Working for Wetlands, Working for Water and Working on Fire have created more than 30 000 work opportunities and aim to create more than 60 000 during the next financial year. In addition, our environmental programmes such as Working on Waste, Working for Wetlands, Working for Water and Working on Fire have created more than 30 000 work opportunities and aim to create more than 60 000 during the next financial year.</p> <p>As a priority we are going to stabilise Eskom's finances to enable the utility to manage the current period. In this regard, government will honour its commitment to give Eskom around R23 billion in the next fiscal year. The 'War Room' established by Cabinet in December is working diligently around the clock with Eskom, to stabilise the electricity supply system and contain the load shedding. During this period, we have to work together to find solutions. We urge all individuals, households, industries and government departments to save electricity in order to reduce the need for load shedding. The Department of Public Works has been instructed to ensure that all government-owned buildings are energy efficient. Given the high cost of diesel, Eskom has been directed to switch from diesel to gas as a source of energy for the utility's generators. Households are also being encouraged to switch from electricity to gas for cooking, heating and other uses. The construction of the three new power stations - Kusile, Medupi and Ingula - will add 10 000 megawatts of capacity to the national grid. The quest for alternative energy sources is also ongoing. To date government has procured 4 000 megawatts from Independent Power Producers, using renewable sources. The first three bid windows of the renewable energy procurement process attracted more than R140 billion from private investors. A total of 3 900 megawatts of renewable energy has also been sourced, with 32 projects with a capacity of just over 1 500 megawatts completed and connected to the grid.</p> <p>Agriculture is a catalyst for growth and food security. We are working with the private sector to develop an Agricultural Policy Action Plan which will bring one million ha of under-utilised land into full production over the</p>

next three years. Among key interventions this year, we will promote the establishment of agri-parks or cooperatives and clusters in each of the 27 poorest district municipalities to transform rural economies. An initial funding of R2 billion has been made available for the agri-park initiative. We will further enhance our agro-processing exports which have been growing rapidly especially to new markets in Africa and China. For example, we have concluded agricultural trade protocols for the export of South African maize and apples to China. The export of apples alone is projected to generate R500 million in foreign exchange over three years.

Our interventions to support the manufacturing sector are bearing fruit. Our Automotive Investment Scheme has unlocked private-sector investment of R24,5 billion, and generated exports of automobiles and components of R103 billion in 2013. We have built a world-class auto sector on the African continent exporting to over 152 countries. The leather and footwear sector has also grown to 60 million pairs of shoes, and exports grew by 18% with significant benefit to the balance of trade. The United Nations (UN) Conference on Trade and Development shows that South Africa doubled its Foreign Direct Investment inflows to R88 billion in 2013 while 2014 projections are also positive.

The manufacturing sector was hit hard by the global financial crisis. Government committed more than R2,8 billion to companies in the sector, through the Manufacturing Competitiveness Enhancement Programme. We are very pleased with the response of our manufacturers who, committed over R12,4 billion in private-sector investment. It is a very good story to tell indeed. In addition, to advance transformation, we have introduced the programme to find and develop black industrialists over three years.

Small business is big business. Governments will set-aside 30% of appropriate categories of State procurement for purchasing from SMMEs, cooperatives as well as township and rural enterprises. We will also continue to promote opportunities for the youth. The National Youth Development Agency has disbursed R25 million to 765 youth-owned micro enterprises in the last financial year nationally. The agency has also partnered with the Industrial Development Corporation (IDC) and the Small Enterprise Finance Agency in a three-way partnership that has resulted in a R2,7 billion rand fund for young people.

The infrastructure programme continues to expand transport networks and to improve roads, which augur well for economic growth. The Department of Transport will spend about R9 billion on the Provincial Roads Maintenance Grant or the Sihamba Sonke Programme and R11 billion on upgrading and maintaining roads which are not tolled.

Over R6 billion will be spent in 13 cities on planning, building and operating integrated public transport networks during this financial year. We will also continue to improve the infrastructure in schools and higher education institutions to create a conducive environment for learning and teaching. Through the Accelerated School Infrastructure Delivery Initiative which is part of the National Infrastructure Plan, 92 new schools have been completed to date and 108 are under construction. About 342 schools have received water for the first time. Three hundred and fifty one (351) schools have received decent sanitation while 288 have been connected to electricity.

Limpopo State of the
Province Address
(SOPA), 2015

The Limpopo state of the province address was aligned to the state of the nation address. It was indicated that the Limpopo Development Plan has been finalized. The province now have a blue print to guide and put our on a higher trajectory of economic growth and development. Limpopo has become a destination of choice for international investors. Memorandums of Agreement with biggest investors were signed in October 2014 during the trade and investment mission to the people of China. The first memorandum was signed with Hong Kong Mining Exchange Company for the establishment of South Africa Energy Metallurgical Base project. The project investment value is estimated at R38.8 billion and will be based in the Musina Special Economic Zone and will create 19 000 direct jobs over a period of three years. In the same vein, the South Africa's Women Investment Holdings has entered into a joint venture agreement with Jidong Development Group and China Africa Development Fund for a R1.65 billion investment into cement manufacturing which will be based in Thabazimbi. The recent Labour Force Survey by Statistics South Africa indicates that employment in the province has increased by 67 000 more permanent jobs.

As it was promised last year, Madzivhandila and Tompi Seleka Agricultural Colleges have been opened at the beginning of this year and are now fully functional and operational. They have a student enrollment of no less than 140. Over 1060 educators were trained through the Continuous professional Development Programme. The plans for this year is to place a further 300 Educators and 80 Curriculum advisors on the same training programme. The commitment to early childhood development has seen us increase Public Primary schools that offer Grade R to 2 340, and we intend increasing this number to 2 485 in the next financial year. As a measure of promoting effective

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	<p>learning, a provision has been made to expand Scholar Transport to cover no less than 21 000 learners.</p> <p>In the next financial year the focus will be the revitalization of irrigation schemes, construction of pack house and revival of existing fresh markets.</p> <p>An amount of R3.187 billion has been put aside to upgrade roads from gravel to tar 18 projects over the next three years. These projects will include the so-called " Bermuda" roads that were started in the past and were not concluded due to budgetary constraints. The distance to be covered will be no less than 344 kms.</p>
BACK TO BASICS	<p>The Presidential Local Government Summit held in September 2014 on the State of municipalities across the country, that Cabinet approved the framework for the development and subsequent implementation of the Back to Basics Approach in all provinces and by all municipalities. The Back to Basics Approach should provide municipalities with the opportunity to set strategic programmes of action to remedy the challenges and shortcoming expressed in September 2014 State of Municipality Report.</p> <p>The declaration endorsed at the Presidential Local Government Summit commits the country towards the mobilization of all stakeholders and all municipalities to differentiate municipal specific intervention and support aimed at achieving the following strategic objectives:</p> <ul style="list-style-type: none"> • Putting people first; • Delivering basic services; • Good governance; • Sound financial management; • Building capacity. <p>In order to strengthen local government coordination, municipalities are required to report on monthly basis on the implementation of Back to Basics Approach.</p>

Other Statutes which impacts on the governance and service delivery of a municipality include the following:

- ☒ The Local Government: Transitional Act (Act209 of 1993);
- ☒ The Local Government Ordinance,1939
- ☒ The Local Government: Municipal Demarcation Act(27of1998);
- ☒ The Property Rates Act(Act6of2004);
- ☒ The Water Services Act(Act 108 of 1997);
- ☒ The National Water Act(Act 36 of 1998);
- ☒ The Electoral Act,1998(Act73of 1998);
- ☒ The Promotion of Local Government Affairs Act (Act91of1983);
- ☒ The Electricity Act(Act41 of 1987);
- ☒ The Promotion of Access to Information Act(Act2of2000);
- ☒ The Promotion of Administrative Justice Act(Act3of2000);
- ☒ The National Health Act(Act 61 of 2003);
- ☒ The Occupational Health And Safety Act(Act85 of1993;
- ☒ The Labour Relations Act (Act 66 of 1995);
- ☒ The Basic Conditions of Employment Act(Act75 of 1997);
- ☒ The Employment Equity Act(Act 55of1998);
- ☒ The Skills Development Act(Act97of1998);
- ☒ The Unemployment Insurance Act (Act63of 2001);
- ☒ The Pension Funds Act(Act 24of1956);
- ☒ The Housing Act(Act107of1997);
- ☒ The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act(Act19of1998);
- ☒ The Removal of Restrictions Act(Act84of1967);
- ☒ The TownPlanningandTownshipsOrdinance,Ordinance15of1986
- ☒ The Division of Land Ordinance,Ordinance20of1986
- ☒ The Building Regulations and Building Standards Act(Act103of1977);
- ☒ The Rationalisation of Local Government Affairs Act(10of1998);
- ☒ The Organised Local Government Act(Act52of2003)
- ☒ The Expropriation Act(Act63Of 1975);
- ☒ The Institution of Legal Proceedings Against Certain Organs of State Act(Act40of2002);
- ☒ The Arbitration Act(Act42of1965);
- ☒ The Public Audit Act(Act 25of2004);and
- ☒ The National Road Traffic Act(Act93 of 1996)

1.2.2 Municipal By-Laws/Policies:

Section 156 of the Constitution provides for local municipalities to make and administer municipal by-laws. The Modimolle Local Municipality has promulgated the following By-laws:

1.2.3 By-Laws:

- ☒ Outdoor Advertising By-laws
- ☒ The Modimolle Town Planning Scheme, 2006

1.2.4 Policies

The Modimolle Council has approved and adopted the following Policies:

- ☒ Accounting Policy
- ☒ Asset and Inventory Management Policy
- ☒ Budget Policy
- ☒ Cash and Investment Policy
- ☒ Cash Flow Management Policy
- ☒ Cemetery Policy
- ☒ Credit Control Policy
- ☒ Debt Collection and Credit Policy
- ☒ Delegation Policy
- ☒ Expenditure Management Policy
- ☒ Financial Plan Policy
- ☒ Fraud Prevention and Anti-Corruption Policy
- ☒ Indigent Policy
- ☒ Petty Cash Policy
- ☒ Property Rates Policy
- ☒ Provision of Bad Debt Policy
- ☒ Revenue and Tariff Policy
- ☒ Supply Chain Policy
- ☒ Supply Chain Management Policy

1.3 ROLES AND RESPONSIBILITIES / INSTITUTIONAL ARRANGEMENTS:

1.3.1 Roles and Responsibilities:

The roles and responsibilities of the respective stakeholders are as follows:

Modimolle Local Municipality:

Modimolle Local Municipality has the following responsibilities in preparing the IDP process:

- ☒ Preparation and adoption of the Process Plan;
- ☒ Overall management and co-ordination of the planning process which include:
- ☒ All relevant stakeholders are appropriately involved;
- ☒ Appropriate mechanisms and procedures for public consultation and participation are applied;
- ☒ The planning events are undertaken in accordance with the time schedule;
- ☒ Planning Process is related to the real burning issues in the municipality, which is a strategic and implementation-orientated process.
- ☒ The sector planning requirements are satisfied;
- ☒ Adjust the IDP in the proposals of the MEC for Local Government;
- ☒ Ensure that the annual business plans, budget and land use management decisions are linked and based on the IDP.

Waterberg District Municipality

The role of the Waterberg District Municipality is the same as those of local municipalities but focused on the district-wide preparation of the District IDP. The Waterberg District Municipality has the responsibility to co-ordinate the roles of each local municipality within its jurisdiction. This responsibility entails the following:

- ☒ Horizontal alignment of the IDPs of all local municipalities within the district council area;
- ☒ Vertical alignment between district and local municipalities;
- ☒ Vertical alignment of IDPs with other spheres of government and sector specialists;
- ☒ Preparation of joint strategy workshops with local municipalities, provincial and national role-players and others.

Provincial Government

Provincial Government has the following broad responsibility of ensuring horizontal alignment of the IDPs of district municipalities within the province. The Co-operative Governance, Human Settlement and Traditional Affairs and other departments have the following specific responsibilities:

- ☑ Efficient financial management of provincial IDP grants.
- ☑ Monitoring the progress of the IDP processes.
- ☑ Assisting municipalities in the IDP drafting process where required.
- ☑ Facilitation of resolution of disputes related to the IDP process,
- ☑ Organize IDP-related training where required.
- ☑ Co-ordinate and manage the MEC's assessment of the IDPs.

Civil Society (Community and other Stakeholders)

Provision must be made for civil society to participate in the IDP process in order to ensure that the interests of different groups are represented. Community based, Provincial and other stakeholders should participate in the IDP process through the IDP Representative Forum. Through the IDP Representative Forum the following will be achieved:

- ☑ Informing of interest groups, communities and organizations, on relevant planning activities and their outcomes;
- ☑ Analysis of issues, determination of priorities, and reaching of consensus;
- ☑ Participation in the design of project proposals and the assessment thereof;
- ☑ Discussion and comment on the draft IDP;
- ☑ Ensuring that the business plan is based on and linked to the IDP; and
- ☑ Monitor performance and implementation of the IDP.

Support Providers/Planning Professional

External service providers will be engaged to:

- ☑ Provide technical guidance to the IDP process;
- ☑ Facilitation of planning workshops;
- ☑ Documentation of outcomes of planning activities;
- ☑ Special studies;
- ☑ Support to organized and unorganized groups and communities; and
- ☑ Ensure alignment of IDP with Provincial and National Departments budget.

1.3.2 Institutional Arrangements for IDP Review

The drafting of the IDP has been assigned, in terms of section 30 of the Municipal Systems Act, to the Municipal Manager and further in accordance with the process plan approved established structures with allocated responsibilities. The Modimolle Institutional arrangement for the purposes of the IDP review is outlined on Figure 1.1 and tabled 1.4 below

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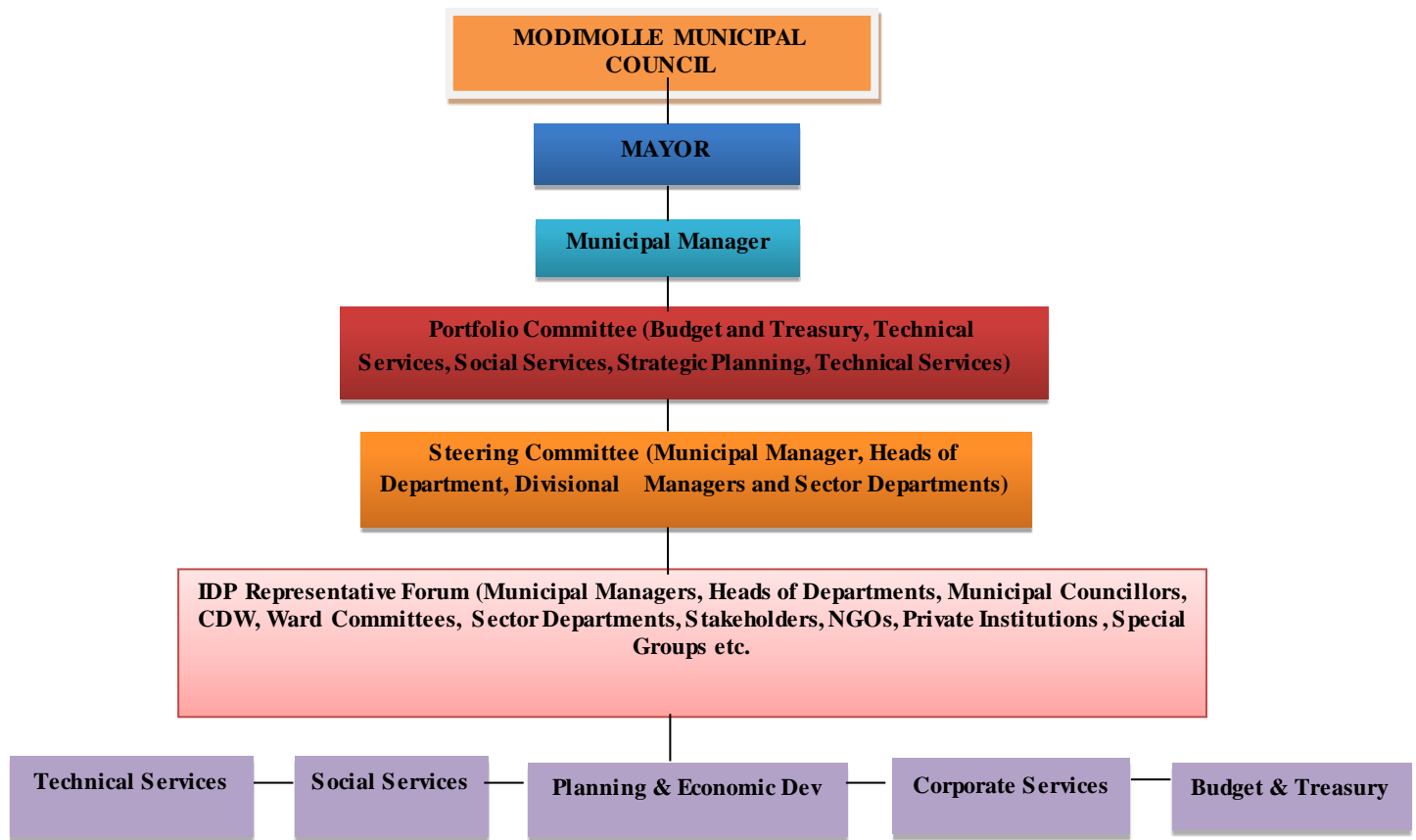


Figure 1 Institutional Arrangement
Figure 1.1: Modimolle Municipality Institutional arrangement

The distribution of roles and responsibilities of the internal and external role-players for the Modimolle IDP are:

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TABLE 1.4: MODIMOLLE MUNICIPAL COUNCIL ROLES AND RESPONSIBILITIES		
POSITION	ROLES AND RESPONSIBILITIES	
Full Council	<input checked="" type="checkbox"/> Approves the IDP and Budget and make sure that the plans are integrated <input checked="" type="checkbox"/> To ratify the IDP <input checked="" type="checkbox"/> Monitor implementation of the IDP <input checked="" type="checkbox"/> Approves all implementation plans/ programmes <input checked="" type="checkbox"/> Approves any major changes to the budget	
Executive Committee	<input checked="" type="checkbox"/> Provide inputs into the IDP/budget process <input checked="" type="checkbox"/> Deal with political issues with regard to the implementation of plans and programmes	
Portfolio Committee	<input checked="" type="checkbox"/> Provide input on the planning of strategies, programmes and projects <input checked="" type="checkbox"/> Monitor and assess functional and sectoral delivery with regard to Council's agreed programme of delivery	
Ward Committees	<input checked="" type="checkbox"/> Play an active roll in the public participation process to identify community needs/problems and ensure input of such needs in the IDP/budget process <input checked="" type="checkbox"/> Contribute to the complete IDP/budget process <input checked="" type="checkbox"/> Monitor progress with project delivery in their area <input checked="" type="checkbox"/> Liaise with ward members on progress and quality of work <input checked="" type="checkbox"/> To ensure community involvement and buy-in in project delivery	
Mayor	<input checked="" type="checkbox"/> Responsible to ensure that Council fulfils its legal responsibility by preparing an IDP and annual budget with a 5 year financial plan according to the legislative guidelines <input checked="" type="checkbox"/> Provides political support to ensure integration	
Speaker	<input checked="" type="checkbox"/> Manage the activities of ward councilors in the public participation process	
Municipal Manager	<input checked="" type="checkbox"/> Strategic management of the IDP and budgeting process, as well as the 5 year financial plan. <input checked="" type="checkbox"/> Strategic management of the revision of the IDP annually <input checked="" type="checkbox"/> Ensure that the IDP is delivered on time <input checked="" type="checkbox"/> Accounting officer of the municipality <input checked="" type="checkbox"/> Ensure that the implementation plans take place within available resources	
IDP Manager	<input checked="" type="checkbox"/> Responsible for the IDP process and the Process Plan <input checked="" type="checkbox"/> Make sure that the budgeting process runs concurrent with the IDP process and the alignment thereof <input checked="" type="checkbox"/> Ensure the flow of information from the budget process into the IDP and IDP outputs into the performance management process	
Chief financial Officer	<input checked="" type="checkbox"/> Member of the IDP Steering Committee <input checked="" type="checkbox"/> Management of the budgeting process <input checked="" type="checkbox"/> Ensure alignment and integration of the budgeting process with the IDP	
Senior Managers	<input checked="" type="checkbox"/> Identify projects informed by the IDP process <input checked="" type="checkbox"/> Ensure that their SDBIP's are aligned with the IDP and the budget <input checked="" type="checkbox"/> Ensure compliance with all legislation and by-laws <input checked="" type="checkbox"/> Compile business plans for funding applications <input checked="" type="checkbox"/> Submission of progress reports	
IDP/Budget Steering Committee	<input checked="" type="checkbox"/> Oversee the effective management of the IDP process <input checked="" type="checkbox"/> Contribute to the assessment of the needs and identification and prioritization of projects <input checked="" type="checkbox"/> Ensure the linkage of the IDP with the budget process <input checked="" type="checkbox"/> Monitoring effective management of the IDP and implementation plans	
IDP Representative Forum	<input checked="" type="checkbox"/> Provide community/stakeholder inputs throughout the IDP and budgeting process to ensure integration into plans and budget <input checked="" type="checkbox"/> Monitor and evaluate performance and progress in the implementation of the 5 year plan and annual budget <input checked="" type="checkbox"/> To provide inputs/suggestions on ways of improving delivery or reviewing the five year plan	

The IDP Steering Committee

The IDP Steering Committee comprises of the following members:

Chairperson: Municipal Manager
 Secretariat: IDP Manager
 Composition: Top Management,
 Sector departments

The IDP Representative Forum

The IDP Rep. Forum comprises of the following members:

Chairperson: Mayor
 Secretariat: IDP Manger
 Composition: Members of the Executive Committee,
 Ward Committee,
 Community representatives (CDW's, NGO)
 Sector Departments,
 Top Management
 Stakeholder representatives of organized groups

1.3.3 Municipal Powers and Functions

In terms of Constitution, Municipal Structures Act and Section 12 as promulgated by MEC of Co-operative Governance, Human Settlement and Traditional Affairs, Modimolle Local Municipality has the following powers and functions:

TABLE 1.5: MODIMOLLE MUNICIPALITY POWERS AND FUNCTION		
SERVICE	LOCAL MUNICIPALITY AUTHORITIES SERVICE	DISTRICT AUTHORITIES SERVICE
Air Pollution	Yes	
Building Regulation	Yes	
Electricity Reticulation	Yes	
Fire Fighting		Yes
Local Tourism	Yes	
Municipal Airports	Yes	
Municipal Planning	Yes	
Municipal Health		Yes
Municipal Public Transport	Yes	
Storm-water Management	Yes	
Trading Regulation	Yes	
Potable Water	Yes	
Sanitation	Yes	
Billboards and Display of Advertisement in Public Places	Yes	
Cemeteries Crematoria	Yes	
Cleansing	Yes	
Control of Public Nuisance	Yes	
Fencing and Fences	Yes	
Local Sports Facilities	Yes	
Municipal Parks and Recreation	Yes	
Municipal Abattoirs		Yes
Municipal Roads	Yes	
Noise Pollution	Yes	
Public Places	Yes	Yes
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	
Street Trading	Yes	
Street Lighting	Yes	
Traffic and Parking	Yes	
Source: Modimolle IDP 2014		

1.3.4 Credibility of the IDP (MEC ASSESSMENT)

The annual MEC's Assessment of IDP's forms the basis of the review processes of the IDP and Budget. Issues raised by the assessment report are considered in the next cycle of the IDP review. In preparation of this Draft IDP/Budget 2015/2016 consideration was made to the IDP assessment report of 2014/2015. The MEC found the Modimolle IDP to be credible

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TABLE 1.6: IDP MEC ASSESSMENT

Municipality	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Modimolle	High	High	High	High	High

Source: Coghsta 2014

1.4 IDP PROCESS PLAN

Before embarking upon the IDP review Process, a Process Plan for the 2015/16 review process was prepared and adopted by Council on the 29th August 2014 (See table 1.7 below). The Process Plan was informed by the district municipality framework plan. The main purpose of the Process Plan is to integrate all the processes and activities, institutional arrangements and time frames of the various sector departments, NGOs, Parastatals, etc.

Modimolle Local Municipality's IDP 2015/16 has been reviewed through a consultative process as outlined within the IDP approved Framework and reviewed Process Plan to produce the IDP document for 2014-2017. The Framework outlines the legislative framework; and states when, how and by whom activities will be under taken. Public participation was conducted through the IDP Representative forum, ward meetings in all wards, IDP Steering Committee and various portfolio committees and forums of the municipality. The legislative frameworks outlined in the implementation phase were considered during the process of review of the IDP. The preparation of a reviewed IDP is based on a Process Plan, which Modimolle Municipality adopted in terms of the Municipal System act, 32 of 2000. The plan establishes a firm foundation for the alignment of the IDP and budget preparation processes.

The objectives of the process plan are as follows:

- ☒ To guide decision making in respect of service delivery and public sector investment.
- ☒ To inform budgets and service delivery programs of various government departments and service agencies.
- ☒ To coordinate the activities of various service delivery agencies within Modimolle

The process Plan, in accordance with the legislative requirements, set out the following:

- ☒ A programme identifying planning activities and associated timeframes;
- ☒ Mechanisms and procedures for participation and consultation;
- ☒ The institutional arrangements to manage the IDP; and
- ☒ Plans and planning requirements binding the municipality in terms of legislation

All attempts are done to comply with the approved process plan, however there are expected deviations especially with the Local Government Elections looming.

TABLE ES 1.7: IDP FRAMEWORK & PROCESS PLAN FOR 2015/16 (ADOPTED 29 AUGUST 2014)

DATE	ACTIVITY	RESPONSIBLE STAKEHOLDERS
PREPARATORY PHASE		
16-18 July 2014	District Alignment Framework Plan	Local IDP Heads
20 August 2014	IDP Steering Committee Meeting	Accounting Officer
22 August 2014	1 st IDP/PMS Rep Forum	Local Mayor
27 August 2014	Waterberg District Rep Forum	Executive Mayor
29 August 2014	Approved IDP Framework Process Plan	Municipal Council
July-September 2014	4 th Quarter Report	Accounting Officer
July-September 2014	Draft Annual Performance Report (Previous Financial Year)	Accounting Officer
ANALYSIS PHASE		
22-26 September 2014	WDM Session Analysis	Coghsta, OTP and WDM
21 October 2014	IDP Steering Committee Meeting	Accounting Officer
18-29 Sept/Oct 2014	IDP/Budget and PMS Public Participation Meeting	Local Mayor
24 October 2014	2 nd IDP/PMS Rep Forum	Local Mayor
12 November 2014	2 nd Waterberg District Rep Forum	Executive Mayor
October-December 2014	1 st Quarter Report	Accounting officer
October-December 2014	Review of PMS Framework	Accounting Officer
STRATEGIES PHASE		
12 March 2015	IDP Steering Committee Meeting	Accounting Officer
19-21 November 2014	Strategic Planning Session	Local Mayor
17-18 November 2014	WDM Session Strategies	Executive Mayor

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16 March 2015	3 rd IDP/PMS Rep Forum	Local Mayor
20 March 2015	3 rd Waterberg District Rep Forum	Executive Mayor
Jan-March 2015	2 nd Quarter (Mid-Year) Report	Accounting Officer
Jan-March 2015	Draft SDBIP	Accounting Officer
PROJECT PHASE		
06 February 2015	WDM Session Projects	Executive Mayor
18 May 2015	IDP Steering Committee Meeting	Accounting Officer
31 March 2015	Tabling of 2015-16 Draft IDP	Local Mayor
INTEGRATION PHASE		
08-21 April 2015	IDP/Budget Roadshow	Local Mayor
20 May 2015	4 th IDP/PMS Rep Forum	Local Mayor
22 May 2015	4 th Waterberg District Rep Forum	Executive Mayor
30 May 2015	Adoption of Final IDP/Budget 2014/15	Municipal Council
April-June 2015	3 rd Quarter Report	Accounting officer
April- June 2015	Approved SDBIP	Municipal Council

Source: MLM 2014

1.5 MECHANISMS AND PROCEDURES FOR COMMUNITY AND STAKEHOLDER PARTICIPATION

The IDP is a continuous process whereby municipalities prepare five year strategic developmental plans which must be reviewed annually in consultation with the communities and all stakeholders (internal and external). Community and stakeholder participation is very important in the formulation and monitoring of the IDP process as it is the only way of promoting democracy, accountability and transparency. By allowing stakeholder participation, local government can ensure improved living conditions for its citizens.

Public participation is being undertaken within the MFMA 56 OF 2003 and MSA 32 OF 2000. Public participation strategy is integrated within the communication strategy. The development of IDP, Budget and Sector plans are conducted within legislative structure. Coordination and awareness of meetings or any other engagements with the community are done through advertising in newspapers, distribution of notices and publishing on radio stations. Public Participation Strategy outlines the roles of politicians and officials in relation to the KPA. The Municipality Systems Act, 2000 17(1) and 18. Various stakeholders were in the position to identify their needs and their key development priorities. The following stakeholders played an important role in identifying their community needs and development priorities:

- ☒ Ward Committees, CDW, Taxi Organization, Farmers Union, Business Sector, Tourism Association, Parastatals,
- ☒ Civic Society, Council of churches, Youth Council, Sports, Council, Modimolle Municipality Disability Council

1.5.1 Consultation process

The elected council is the ultimate decision-making forum on IDP's. The role of participatory democracy is to inform, negotiate and comment on decisions, in the course of the planning / decision-making process. Public participation has to be institutionalized in order to ensure that all residents of the Municipality have an equal right to participate.

Ward Committees

The Ward Committee system has formed the basis of public participation in Modimolle for the 2011/2016 IDP process. Ward Committees are the organizational framework through which communities can participate in the planning process. Through these Committees, the broader public is involved.

During the IDP process the Ward Committees were provided with the necessary support and all communities have been involved, including existing Rate Payer s Associations and Residents Associations. The Community Ward based meetings were coordinated by the IDP office with the focus on the identification of ward needs. Communities were invited through the media and the dates of the meeting were advertised in both national and local newspapers. The meetings were chaired by respective ward councillors. Table below provides a short description of problems/issues and needs raised at Ward Committee, as indicated during the above described meeting. The meetings were held per approved process plan 2015/16.

Public Meetings

The municipality held a number of integrated planning open days to present the Draft Integrated Development Plan and Budget.

The Councilor's

Councilors have played a leading role in the IDP process. Not only is the IDP a mechanism through which they have to make decisions, it also contains their constituency's needs and aspirations. Councilor's participation will ensure that community issues are well reflected and addressed.

The officials

Everything that all departments do, including finances and human resources has to be guided by the IDP. All directorates were constantly directly involved in the integrated planning and implementation process.

The Municipal Stakeholders

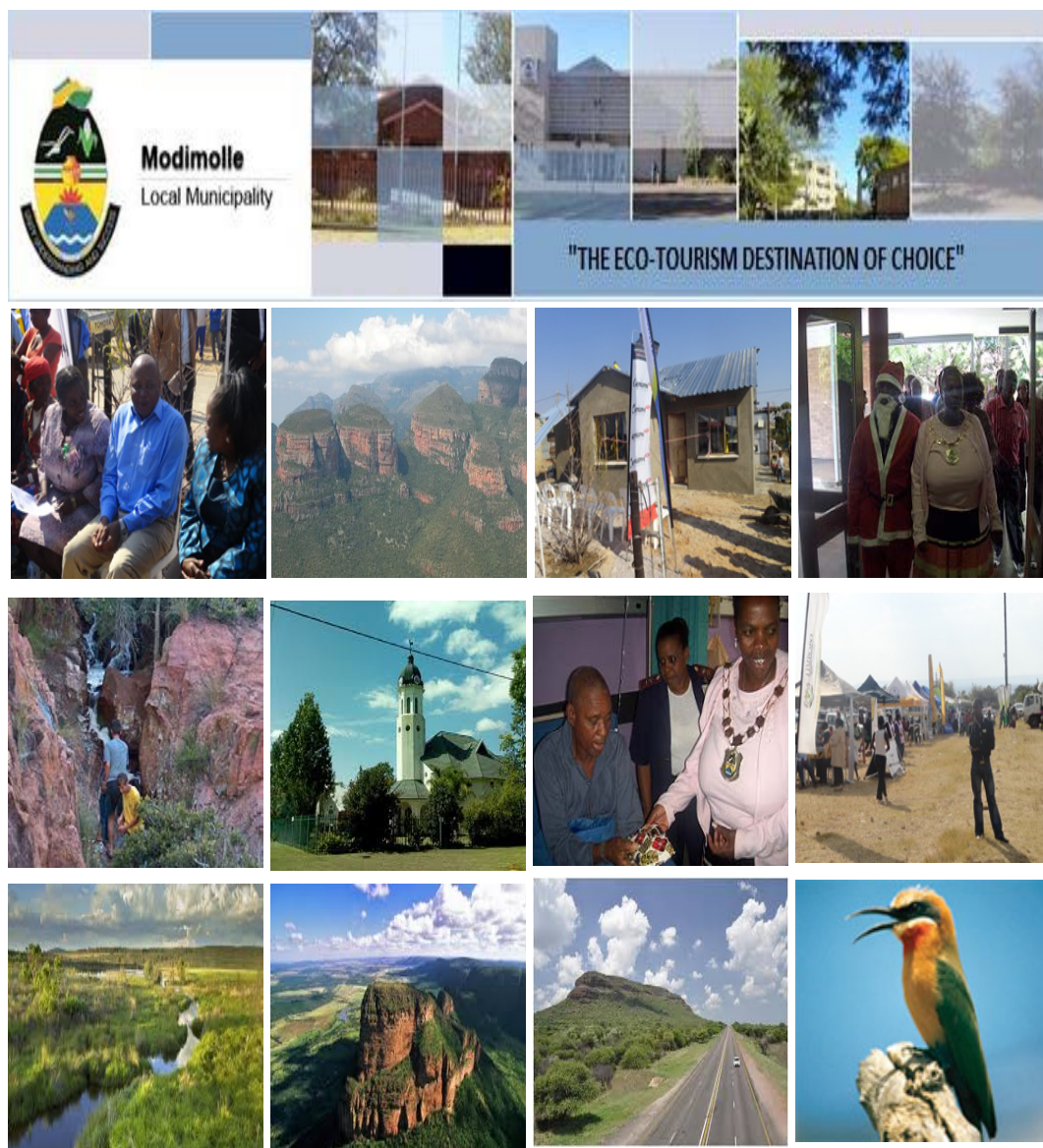
The IDP is about determining the stakeholder and community needs and priorities, which need to be addressed in order to contribute to the quality of life. Community and stakeholder participation in determining those needs is therefore beheard to the IDP process.

The Constitution and the Municipal Systems Act (MSA) clearly stipulate that the municipality must mobilize the involvement and commitment of its stakeholders by establishing an effective participatory process. The municipality should in particular ensure participation of previous disadvantage groups e.g. women, the disabled etc. so that their voices could beheard.

In the case of stakeholder groups that are not organized, the Non-Governmental Organisations (NGO's) or other resource persons play a critical role to advocate the interests of these groups. The IDP process allows all stakeholders who reside or conduct business within the Modimolle municipal area to contribute to the preparation and implementation of the IDP.

The Waterberg District Municipality (WDM), Provincial and National sector departments

The IDP should guide where sector departments allocate their resource sat local government level. The municipality should also take into consideration of the sector Departments policies and programmens when developing its own policies and strategies. It is in the interest of the sector departments, therefore to participate in the integrated development planning process to ensure that there is alignment between its programmes and that of municipalities.



C H A P T E R

MUNICIPAL PROFILE

2

2.1 DESCRIPTION OF THE MUNICIPAL AREA

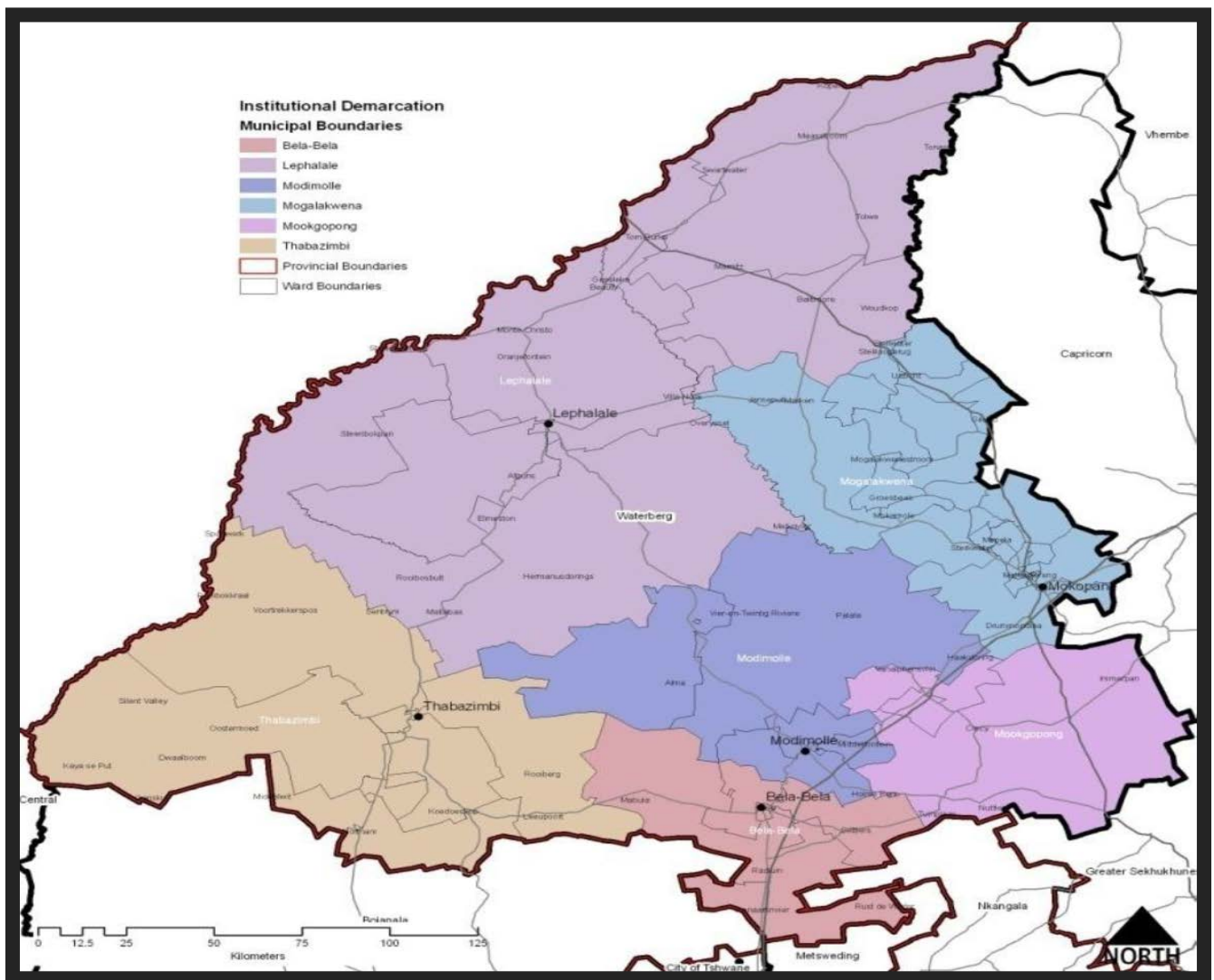
The Modimolle Local Municipality (MLM) is situated in the Waterberg District Municipality (WDM) within the Limpopo Province. The municipality shares borders all municipalities within the Waterberg District Municipality, with Bela-Bela Local Municipality to the South, Mookgopong Local Municipality to the North, Thabazimbi Local Municipality to the South-West, Lephalele Local Municipality to the West and Mogalakwena Local Municipality to the North-West.

MLM is a regional administrative capital of government and is home to the District Municipality. Modimolle Local Municipality is a **Category B** local municipality within the Waterberg District. The municipality is approximately 6, 227 square kilo meters in size with a total population of over 52 000. The Municipality is divided into 9 Wards.

The municipality is strategically located, with the R101 passing through it. The N1 connects Gauteng (Southern neighbouring provinces) with Limpopo, the Northern neighbouring province. The link provided by the district can create an enabling business climate for the municipality as a distribution point to support vast growing developments in the surrounding areas. The Modimolle town sits at the intersection of the R33 and R101 which provide added economic advantage as outlined in the Road Network System.

The municipality is consisting urban and rural areas, with vast areas of land either under cultivation or being utilized for game farming purposes. Modimolle/Phagameng is the nodal growth point of the municipality, while Vaalwater (Mabatlane) and Alma (Mabaleng) can be described as service points. The area is characterized by:

- ☑ Prominent rivers, such as the Mokolo and Nyl Rivers which dominate the landscape, and
- ☑ Settlement patterns characterized by townships informal settlements and farms.
- ☑ Will assist in identifying the localized issues with reference to demographic and labour force dimensions.



Map 2.1: Institutional Demarcation WDM

2.2 SOCIO-ECONOMIC PROFILE

2.2.1 Demographic Profile:

Modimolle Municipality Population was 72 810 in 2001 and decreased to 68 513 in 2011, whereas households remained constant at 17 544 households in 2001 and 17 525 in 2011. Estimates of population at the settlement level that are compiled by the Department of Water Affairs (DWA) for water service planning purpose suggest a population figure of 76643 persons for Modimolle Local Municipality in 2011, comprising 19132 households. The average size per household is 4 persons. This is probably the more accurate reflection of the local demographic situation. It could be assumed that the average population growth rate in Modimolle Local Municipality will be similar to the provincial population growth rate of 0.94% per year. The higher population growth rate of the past decade was caused by people migrating from rural areas to Modimolle town, but this migration process has now stabilized.

TABLE 2.1: POPULATION AND HOUSEHOLDS				
Modimolle Municipality	Census 2001		Census 2011	
	Households	Ave HH Size	Households	Ave HH Size
	17 544	3.5	17 525	3.9
	Population	72 810	Population	68 513

Source: Stats SA 2011

The population composition of the Waterberg District Municipality is reflected in Table 2.2 below. According the Statistics SA data, of 2001 and 2011, population of the district increased from 604 936 in 2001 to 679 336 in 2011, showing a 12.3% increase. The majority of the population in the District is concentrated in the Mkgalakwena Municipality accounting to 49 % of the population in 2001 (298 439 people) and 45,3% (307 682 people) respectively. Modimolle accounted for approximately 11% of the population in 2001 (69 027 people) and 10.1% in 2011 (68 513 people), which indicate a slight decrease of the population. This could be attributed to mortality or people seeking opportunities in other areas. Thabazimbi accounts for 10% in 2001 to 12,6% in 2011; Lephalale accounts for 14% in 2001 to 17% in 2011; Mkgophong accounts for 6% (both 2001 and 2011); and Bela bela accounts for 9% in 2001 to 10% in 2011, respectively.

TABLE 2.2: POPULATION TREND			
	2001	2011	% change
Thabazimbi	65 533	85 234	30.1
Lephalale	85 272	115 767	35.8
Mkgophong	34 541	35 640	3.2
Modimolle	69 027	68 513	-0.7
Bela-Bela	52 124	66 500	27.6
Mkgalakwena	298 439	307 682	3.1
Waterberg	604 936	679 336	12.3

Source: Stats SA 2001/2007

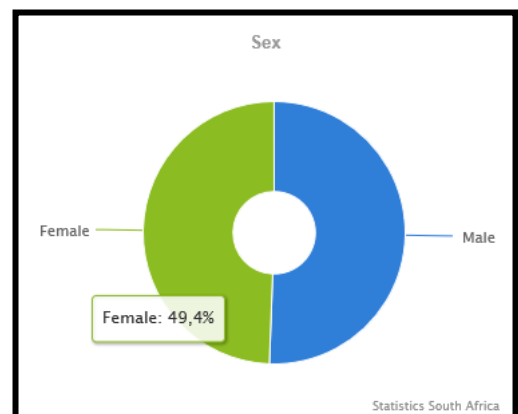
2.2.2 Age and Gender Distribution:

Table 2.3 and 2.4 provides an overview of the total population within the MLM, indicating the distribution of gender and age groups. In terms of gender distribution, the Municipality is male dominant, with males accounting to 50,8 in 2007 and 50,6% in 2011. Whereas women accounted to 49,2% of the population in 2007 and increased slightly to 49,4% in 2011.

TABLE 2.3: GENDER DISTRIBUTION (MALE AND FEMALE)			
Male		Female	
Census 2007	Census 2011	Census 2007	Census 2011
26 732	34 689	25866	33 828

Source: Stats SA 2007 & 2011

FIGURE 2.1: MODIMOLLE GEDER DISTRIBUTION



The age composition or structure determines the kinds of economic activities within the locality. Different age groups have different economic needs and different spending patterns. Figure 2.2 and Table 2.4 below indicates that about 54% of the population of Modimolle Municipality is made up of people aged from 20 to 64 years. This group represents the economically active section of the population. About 41% of the population is made up of children aged 19 and less, while 5% is made up of the older generation, who are 65 and above.

This trend in age composition obliges the government departments and the municipality to ensure that a large percentage of the budget is allocated to social development facilities in order to meet the needs of a youthful population and ensuring that people

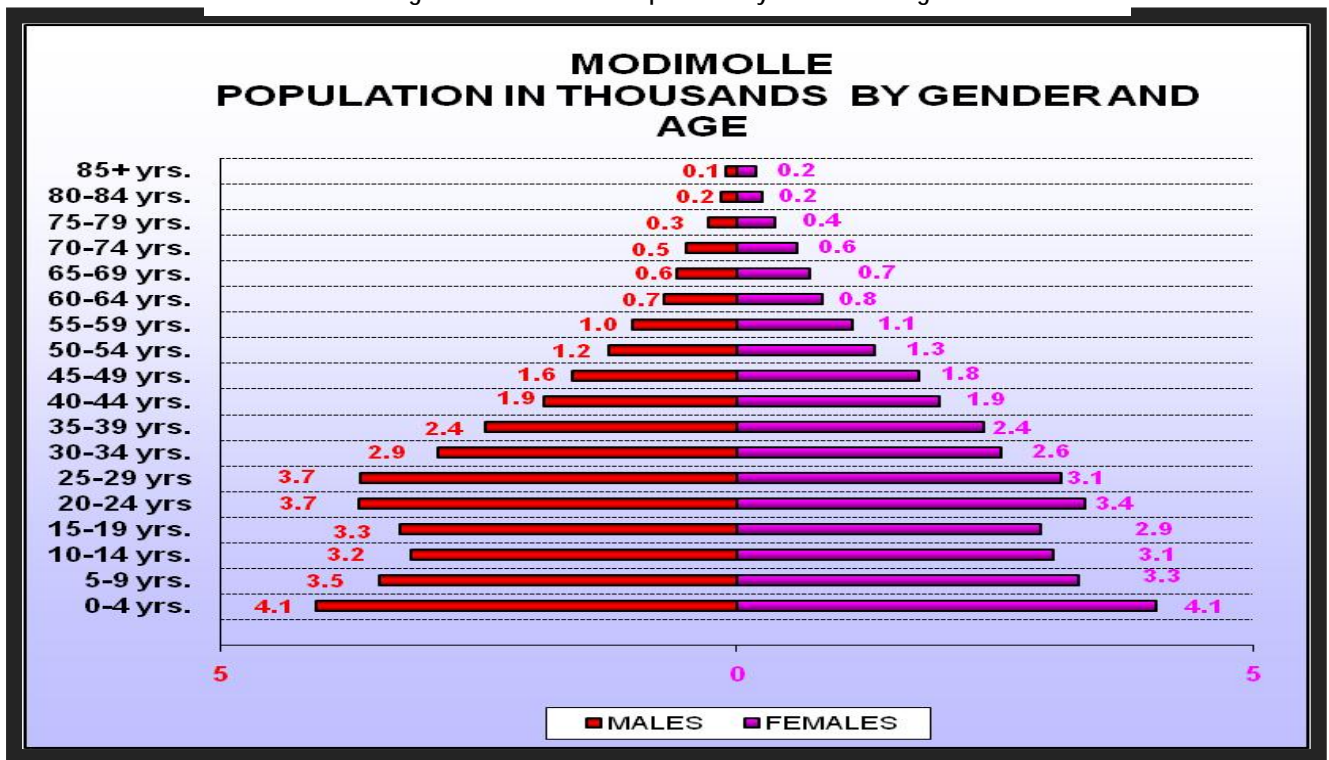
**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

falling within this age acquire relevant skills and grow up to become responsible adults. The creation of more job opportunities should also be one of the key aspects of the developmental agenda by the municipality in partnership with the sector departments such as the Department of Education.

AGE	FEMALE	MALE	TOTAL
0-4	4055	4076	8131
5-9	3310	3466	6776
10-14	3054	3164	6218
15-19	2938	3263	6201
20-24	3358	3671	7029
25-29	3134	3651	6785
30-34	2559	2899	5458
35-39	2379	2443	4822
40-44	1949	1867	3816
45-49	1753	1591	3344
50-54	1331	1245	2576
55-59	1112	1012	2124
60-64	820	707	1527
65-69	700	585	1285
70-74	585	495	1080
75-79	364	277	641
80-84	245	161	406
85+	182	116	298

Source: Stats SA

Figure 2.2: Modimolle Population by Gender and Age



Source: Stats SA 2011

TABLE 2.5: POPULATION PER WARD MODIMOLLE	
93605001: Ward 1	10028
93605002: Ward 2	6513
93605003: Ward 3	6897
93605004: Ward 4	4551
93605005: Ward 5	12212
93605006: Ward 6	9577
93605007: Ward 7	7957
93605008: Ward 8	6107
93605009: Ward 9	4673
Source: Stats SA 2011	

2.2.3 Education Profile:

It is widely accepted that the skills profile of a particular area significantly influences the economic performance and growth of that region. The education profile of the population is depicted on Table 2.4 and Figure 2.3 below. A large proportion of the population, about 45,1% in Modimolle has some primary education, while those who completed secondary school accounts to 9,3%. On the other end of the scale, the proportion of the adult population with tertiary education remains limited with only 0,9% of the population in the municipality in possession of a certificate or diploma, and degrees approximately 9% of the population live with some kind of disability in Modimolle. The majority of the populations is able bodied, while 4.5% is unspecified. This can be explained by effective implementation of primary health programmes at provincial and national levels. See table 2.5 below.

2.2.4

TABLE 2.6: MODIMOLLE LEVEL OF EDUCATION	
Level of Education	Percentage
No Schooling	4,9%
Some Primary	45,1%
Completed Primary	7,7%
Some Secondary	31,1%
Completed Secondary	9,3%
Higher Education	0,9%
Not Applicable	1%

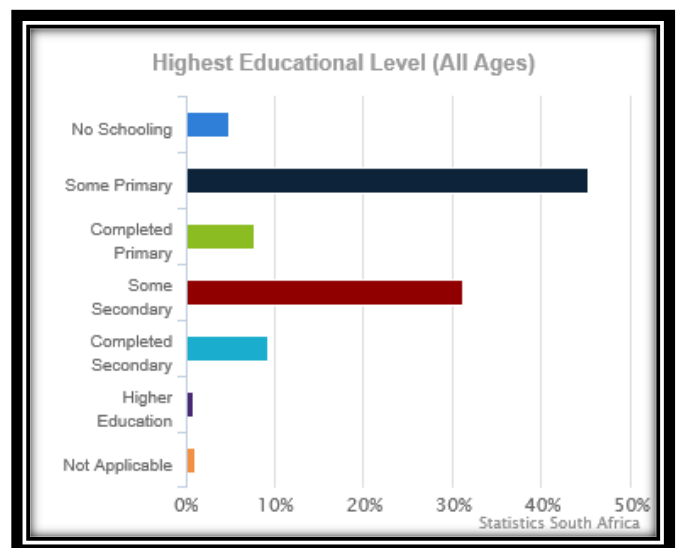


TABLE 2.7: PEOPLE WITH DISABILITY	
Disability Type	Modimolle
No difficulty	56 640
Some difficulty	5 354
A lot of difficulty	611
Cannot do at all	124
Do not know	83
Cannot yet be determined	3 111
Unspecified	1 689
Not applicable	902
TOTAL	68 513
Source: Stats SA 2011	

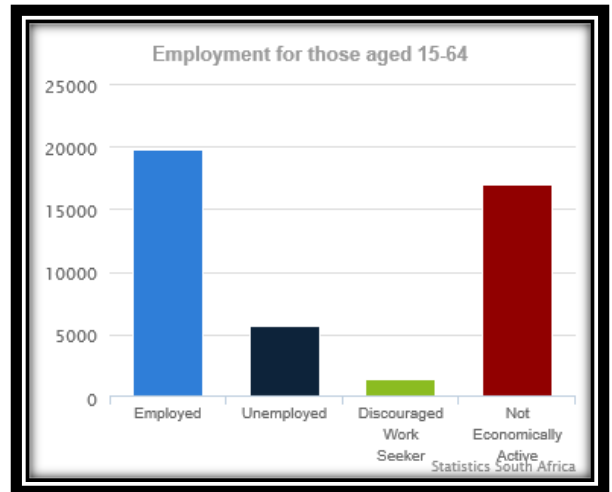
2.2.5 Employment Profile:

MLM comprises of a large majority (about 61,3%) of the population who are called the Economic Active Population. 45.1% of the population is employed. The majority of the population is employed in the area. See table 2.7 below.

TABLE 2.8: EMPLOYMENT LEVEL	
Employment Status	Number
Employed	19719
Unemployed	5634
Discouraged Work Seeker	1416
Not Economically Active	16912

Source: Stats SA, 2011

0



Majority of employed population in Modimolle is Africans, followed by Whites. Males dominate the employment levels in all races. See Table 2.8 below:

TABLE 2.9: EMPLOYMENT STATISTICS/PROFILE											
	Male					Female					Total
	Black African	Coloured	Indian or Asian	White	Other	Black African	Coloured	Indian or Asian	White	Other	
Employed	10078	46	102	1413	96	6703	34	22	1203	22	19719
Unemployed	2380	1	7	103	10	2992	6	7	118	9	5634
Discouraged work-seeker	591	4	1	18	-	781	5	-	16	-	1416
Other not economically active	6792	41	38	599	26	8328	41	29	1001	17	16912
Age less than 15 years	-	-	-	-	-	-	-	-	-	-	-
Not applicable	10771	38	43	1458	28	10956	33	36	1450	19	24832
Grand Total	30614	131	192	3591	160	29760	118	94	3788	67	68513

Source: Stats SA 2011

2.2.6 Unemployment rate:

Of the 23962 economically active (employed or unemployed and looking for work) people in the municipality, 22,2% are unemployed. 28,9% of the 11 094 economically active youth (15 – 34 years) in the area are unemployed.

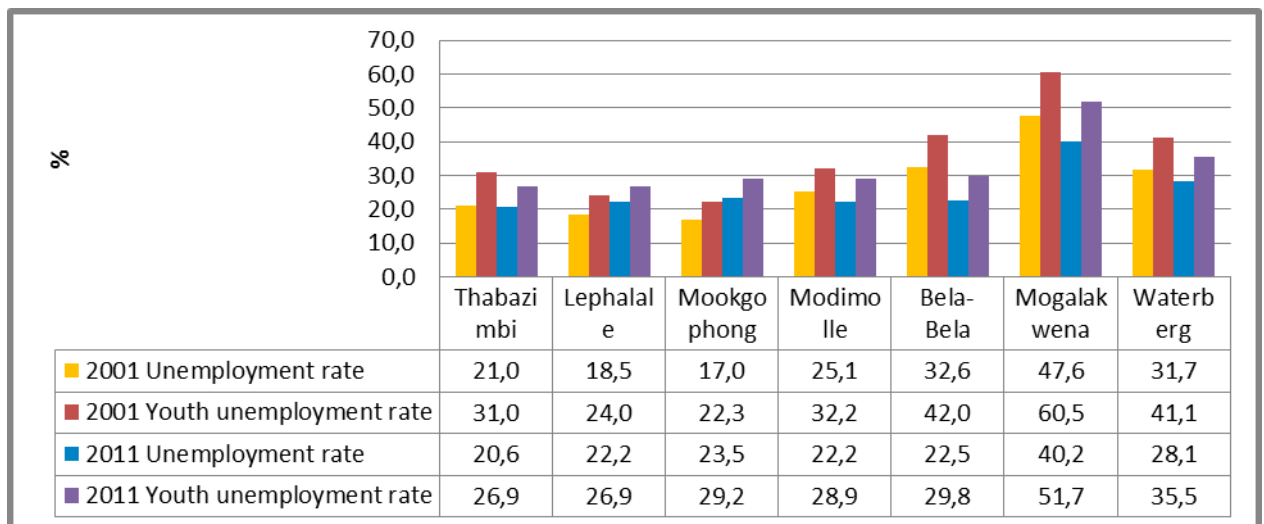


FIGURE 2.5: UNEMPLOYMENT RATE: LABOUR STATUS

The unemployment rate in the district is hovering above the national rate of 28,1%. Of the 6 Municipalities, Thabazimbi has the least level of unemployment standing 20,6%, followed by Modimolle and Lephalale standing at 22,2%. Mokgalakwena has the highest unemployment rate, standing at 40,2%.

TABLE 2.10: UNEMPLOYMENT RATE: POPULATION OF THE WORKING AGE (15-65): EMPLOYMENT STATUS PER MUNICIPALITY							
	Thabazimbi	Lephalale	Mookgopong	Modimolle	Bela-Bela	Mogalakwena	TOTAL
Unemployed	8 562	10 100	3 705	5 634	6 002	31 609	65 612
Discouraged work-seeker	1 236	1 565	914	1 416	1 057	10 072	16 260
UNEMPLOYMENT RATES	20.6%	22.2%	23.5%	22.2%	22.5%	40.2%	28.1%

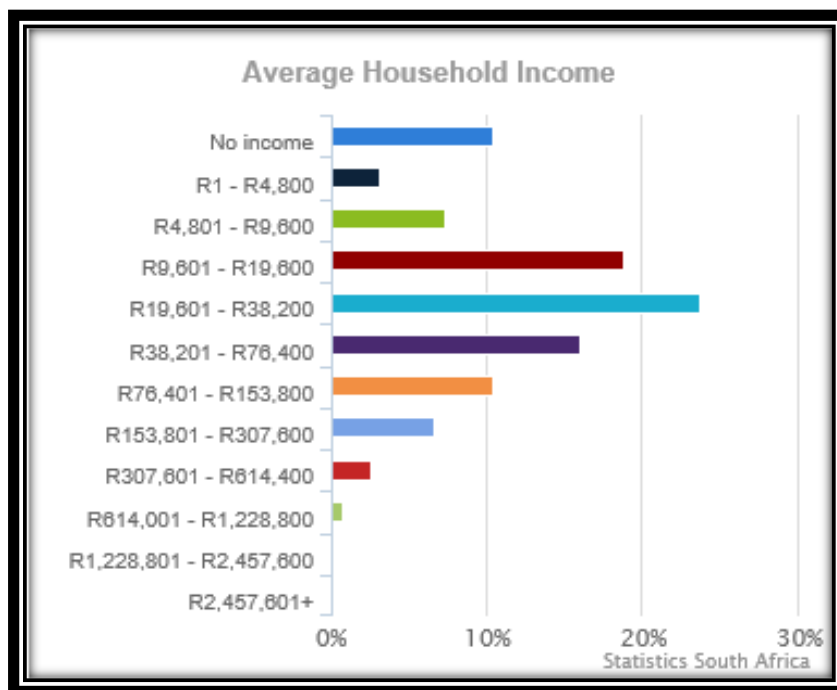
Source Stats SA 2011

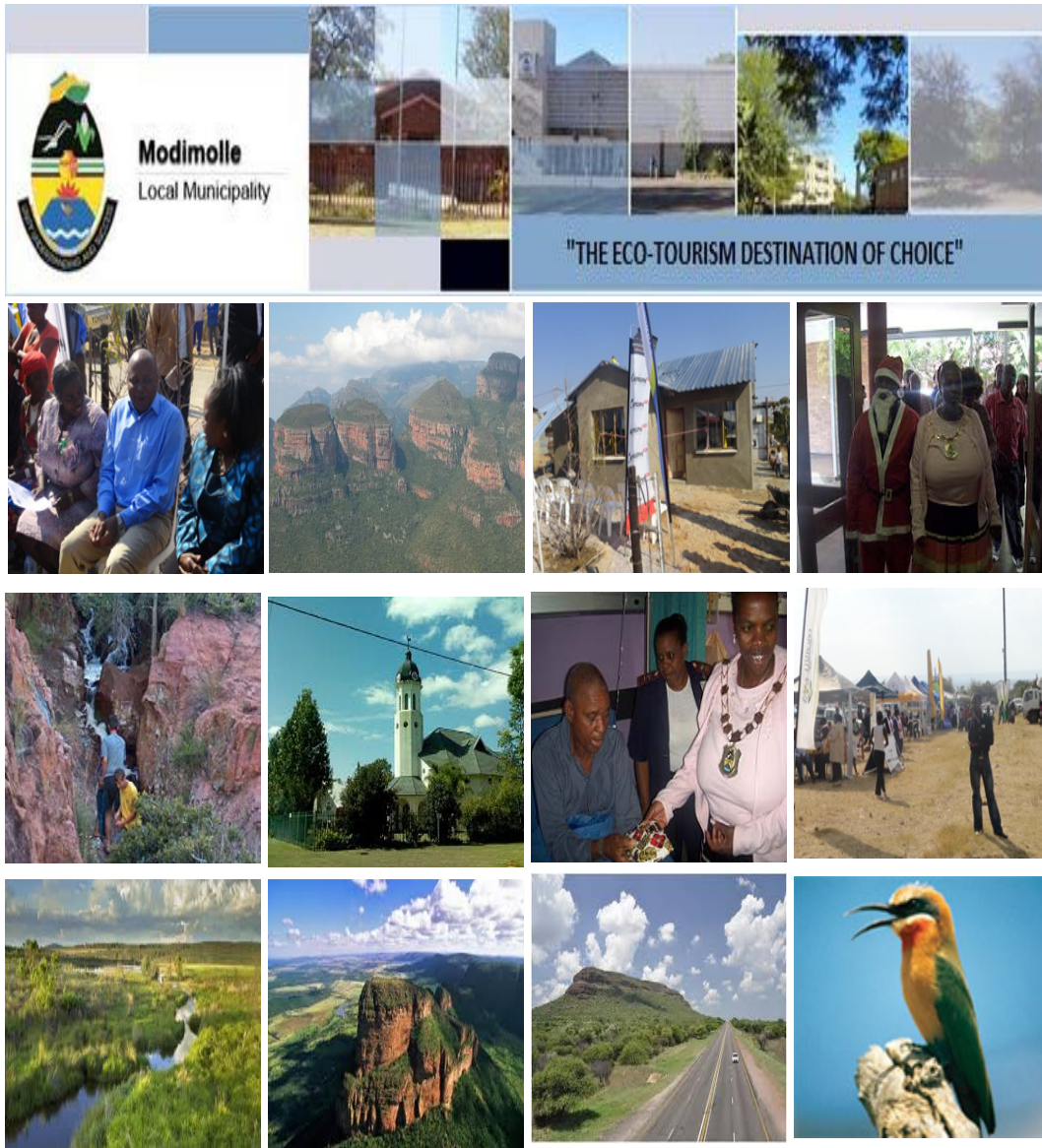
2.2.7 Income Levels:

The figure 2.10 and table 2.8 below, indicates that in excess of 23,7% of all households earn between R19 601 to R38 200 per household per month, followed by households earning between R9601 to R19 600. The proportion of households who has no income accounts to 10,4% of the population.

TABLE 2.11: INCOME LEVELS (MODIMOLLE MUNICIPALITY POPULATION BY INCOME)			
	MODIMOLLE	%	DISTRICT
	Number	Percentage	
No income	1 828	10,4%	24 779
R 1 - R 4800	566	3,2%	7 210
R 4801 - R 9600	1 275	7,3%	14 279
R 9601 - R 19 600	3 292	18,8%	35 573
R 19 601 - R 38 200	4 149	23,7%	38 710
R 38 201 - R 76 400	2 796	16%	24 706
R 76 401 - R 153 800	1 815	10,4%	16 134
R 153 801 - R 307 600	1 158	6,6%	11 025
R 307 601 - R 614 400	460	2,6%	5 246

Source: Stats SA 2011





C H A P T E R

SITUATIONAL ANALYSIS

3

MODIMOLLE INTEGRATED DEVELOPMENT PLAN 2015/2016

This section outlines the environment within which the Modimolle Local Municipality exists, reflecting on both the external factors (socio-economic) and internal factors such as service delivery, financial, institutional, spatial development as well as environmental considerations. An attempt towards analyzing the technological and cross-cutting issues is done with a view of identifying constraints and devising intervention mechanisms aimed at addressing them.

The situational analysis and therefore the basis for priority review are derived from a rigorous process of community participation, internal engagement as well as data analysis collated during the year under review (2014/2015). The internal sources used for verification of the current situation includes planning documents prepared for the Waterberg District Municipality on service delivery and infrastructure backlogs, the 2007 Community Survey Publication as well as other planning documents of the Modimolle Local Municipality and Province (Sector Departments)..

3.1 KPA 1: SPATIAL RATIONALE

MLM Spatial Development Framework was developed and approved within a Spatial Legislative Framework, such as the NSDP, LEGDP, MSA, LSDF, White Paper of Spatial Planning and Land Use Management Scheme 2004 and Limpopo Spatial Development Plan. Modimolle LM is an urban municipality, with evident unstructured settlement and economic infrastructure development patterns. It is a Bushveld area and strongly characterized by tourism and hospitality facilities. The distribution of households in Modimolle is important, 42% of all people in the district area reside on farms and 58% in urban areas.

The total area of the Modimolle Local Municipality is approximately 62, 2270 000 ha in extent and is one of the smallest local municipalities in the district. The Modimolle Municipal Area includes two formal towns namely Modimolle Town and Vaalwater as well as other smaller settlements such as Alma. Modimolle was established by a group of pioneers known as the Jerusalem Trekkers who believed they have reached the Nile and had been close to the Holy Land. The river flowed north and the koppie (Modimolle) looked like a pyramid. The town was established in 1866.

3.1.1 Purpose of the SDF and its Relationship with the Land Use Management System

The main purpose of the SDF is to guide the form and location of the future physical development within a Municipal Area. The SDF should be flexible and be able to change its priorities, whereas the Land Use Management System (LUMS) should be tighter and only amended where required for a particular development. The SDF should inform the content of the LUMS, and does not act as a direct source of rights and control itself. In this regard the SDF should:

- ☒ Act as a strategic, indicative and flexible forward planning tool to guide planning and decision on land development
- ☒ Develop a clear argument or approach for spatial development in the area of jurisdiction of the municipality
- ☒ Develop a spatial logic which guides private sector investments
- ☒ Ensure the social, economic and environmental sustainability of the area
- ☒ Establishment priorities for public sector development and investment
- ☒ Identify spatial development priorities and places.

The purpose of the SDF is not to infringe upon existing land but to guide future land uses, and the maps should be used as a systematic representation of the desired spatial form to be achieved by the municipality.

3.1.2 Spatial Challenges and Opportunities

TABLE 3.1: MODIMOLLE SPATIAL CHALLENGES AND OPPORTUNITIES	
OPPORTUNITIES	CHALLENGES
<input checked="" type="checkbox"/> There is sufficient land available for business development.	<input checked="" type="checkbox"/> Land Invasion.
<input checked="" type="checkbox"/> High Agricultural potential land in Alma (Agricultural Hub).	<input checked="" type="checkbox"/> Insufficient land for human settlement.
<input checked="" type="checkbox"/> Mabatlane is municipal tourism hub.	<input checked="" type="checkbox"/> Insufficient staff compliment to deal with spatial and land use management.
	<input checked="" type="checkbox"/> Mushrooming of illegal business.

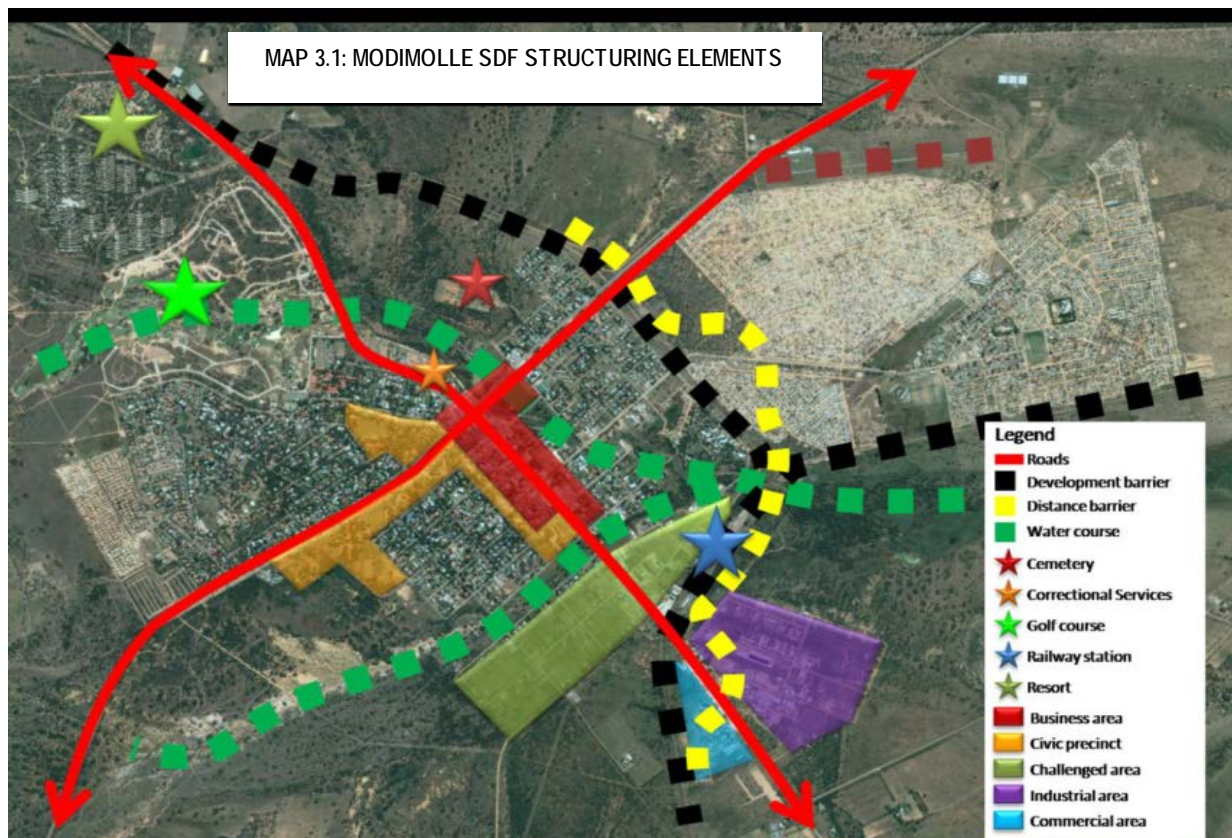
3.1.3 The Objectives for the Desired Spatial Form of the Municipality as per the MLM SDF

The results of the analysis components as well as the overall development principles and development concept described of the Spatial Development, underpins the identification of the spatial development objectives of the Modimolle SDF. These objectives are summarised below:

TABLE 3.2: MODIMOLLE SDF OBJECTIVES

DEVELOPMENT OBJECTIVES	STRATEGY TO ACHIEVE THE OBJECTIVES
The integration of various areas in MLM to form a well-functioning space economy.	<ul style="list-style-type: none"> Channel development into a system of nodes and corridors, in accordance with the principles of the National Spatial Development Perspective. Do not promote or support developments that are out of context with the desired development directions. Development must be localised in specific strategic areas where there can be a focused effort on the provision of engineering services, transportation and land use integration. Consolidate existing areas rather than creating new development areas.
The development of sustainable human settlements and renewal of existing settlements.	<ul style="list-style-type: none"> Move away from the current pattern of housing delivery towards an approach of integrated, inclusive and sustainable settlement creation. Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements. Identify land for housing projects in close proximity to core areas, and with the emphasis on improved linkages.
The promotion and facilitation of economic development.	<ul style="list-style-type: none"> Support and develop strategic locations that contain the right characteristics to enable sustainable economic development and which contribute to the overall spatial efficiency and sustainability. These include areas such as the biosphere, tourism nodes (Vaalwater) and Modimolle in the MLM area.
The sustainable management of the natural environmental assets and heritage.	<ul style="list-style-type: none"> Identify and isolate the valuable natural assets, and exclude these from development proposals. Ensure that a continuous ecological and open space system is created in MLM. Ensure the conservation and sustainable management of the Biosphere and other conservation areas.
The promotion of tourism development.	<ul style="list-style-type: none"> Identify tourism development opportunities within MLM. Ensure linkages to tourism development areas. Recognise the important role the private sector and land owners play in tourism development. Link through the Waterberg DM with regional tourism and development strategies and initiatives.
The promotion of sustainable rural development.	<ul style="list-style-type: none"> Identify and protect high potential agricultural land.
The development and improvement of linkages with surrounding areas of importance.	<ul style="list-style-type: none"> Develop a movement network that supports the spatial development focus areas. Create a strategic network of movement linkages in the MLM, and between major regional centres. Ensure land use and transportation integration.
Service delivery, specifically focusing on providing sufficient capacity in development priority areas.	<ul style="list-style-type: none"> Ensure the provision of service infrastructure in accordance with spatial requirements (i.e. the integration of spatial planning and engineering services master planning). Identify the strategic areas of opportunity that should be the focus areas for capital investment in engineering services infrastructure.

MAP 3.1: MODIMOLLE SDF STRUCTURING ELEMENTS



The following are key desired outcomes of the Modimolle SDF:

- ☑ Spatially efficient settlements
- ☑ Sustainable use of resources
- ☑ Comprehensive Rural Development
- ☑ Local Economic Development
- ☑ Inclusive Land Use Management System
- ☑ Protection of the environment

3.1.5 Guiding principles of Modimolle SDF:

Spatial tools and concepts are needed to achieve the objectives and to address challenges currently identified by the municipality. See table 3.3 below.

TABLE 3.3: GUIDING PRINCIPLES OF MODIMOLLE SDF	
NODES	Areas of where a higher intensity of land uses and activities will be supported (Settlements Hierarchy)
CORRIDORS	Corridors are links between nodes along which an increased intensity of development will naturally be attracted and should be encouraged. Similar to nodes they improve access to opportunities
INFILL AND DENSIFICATION	In addition to nodes and corridor, infill and densification are tools to pursue spatial integration
CONTAINMENT	The concept refers to the need to limit inefficient low density development and sprawl
PROTECTION	The term refers to protecting valuable natural, economic or heritage resources. Such as agricultural land wetlands, or scenic landscape
GROWTH AREAS	An extremely important aspect of the SDF is identification of appropriate /future growth opportunities.

3.1.6 Spatial Policies

3.1.6.1 Modimolle Spatial Development Framework (SDF)

The municipality has satisfactorily progressed in terms of addressing outstanding sector plans. Among others the approved SDF will assist planning to be in a strategic and structured manner. The SDF guides development within a municipality. It analyzes the space, identify natural and man-made resources that are to be taken into consideration when planning and developing. The SDF provides developers with a new municipal pattern that identifies sensitive areas minerals, wetlands, rivers, mountains and contours. It provides a clear character or identity of a municipality and its potential. Modimolle Local Municipality is mainly rural with three towns, namely: Modimolle town, Vaalwater town and Alma town. Modimolle has been noted as a growth nodal point and the other two as service points. The municipality is characterized by informal settlements, farms and townships. The municipality is mostly Bushveld with good soil and rain to support the agricultural sector.

The SDF proposes Land Use Management strategies that ensure that the agricultural land is protected. It has identified that the tourism sector is growing and threatening the agricultural sector. Most farms are converted into game farms. Vaalwater as much as it is challenged by the fact that there is a lack of water and provides minimal chances for growth in agriculture; it has a strong potential for tourism. The R33 passes through the town connecting Modimolle town from the eastern side and Lephalale which is to the western side. The R33 has been identified as a freight corridor due to the development in Lephalale; the number of trucks has increased and the road is currently upgraded from the Marble hall town throughout Modimolle town and Vaalwater up to Lephalale. The road also provides access to tourism destinations within the municipality.

3.1.6.2 Land Use Management Schemes (LUMS)

Modimolle Land Use management Scheme assist and /or is used to manage new land development and land development application as well as the control measure on illegal use of land in Modimolle Municipality. It has being compiled in accordance with the vision, strategies and policies of the IDP and SDF of the local municipality in the interests of the general public to promote sustainable development and quality of life and formally approved in terms of relevance to legislation; it consists of maps indication in the zoning of different properties and set of regulations by which land use is managed.

3.1.6.3 Housing Chapter

The Housing chapter provides the housing status quo and analysis of the municipality and further indicates the backlogs and demands. According to the Modimolle SDF, there are currently 842.45ha of land available, on which 4,212 units could be developed. If the population grows at a rate of 7.8% (Modimolle IDP the housing backlog will increase to 3,815 units in 2020. Thus the current land supply will be sufficient till 2020, where after additional land will have to be secured for housing development.

3.1.6.4 Implementation:

In order to give effect to the implementation strategy the following core projects needs to be incorporated in the Municipality's IDP and implemented through its medium term budget.

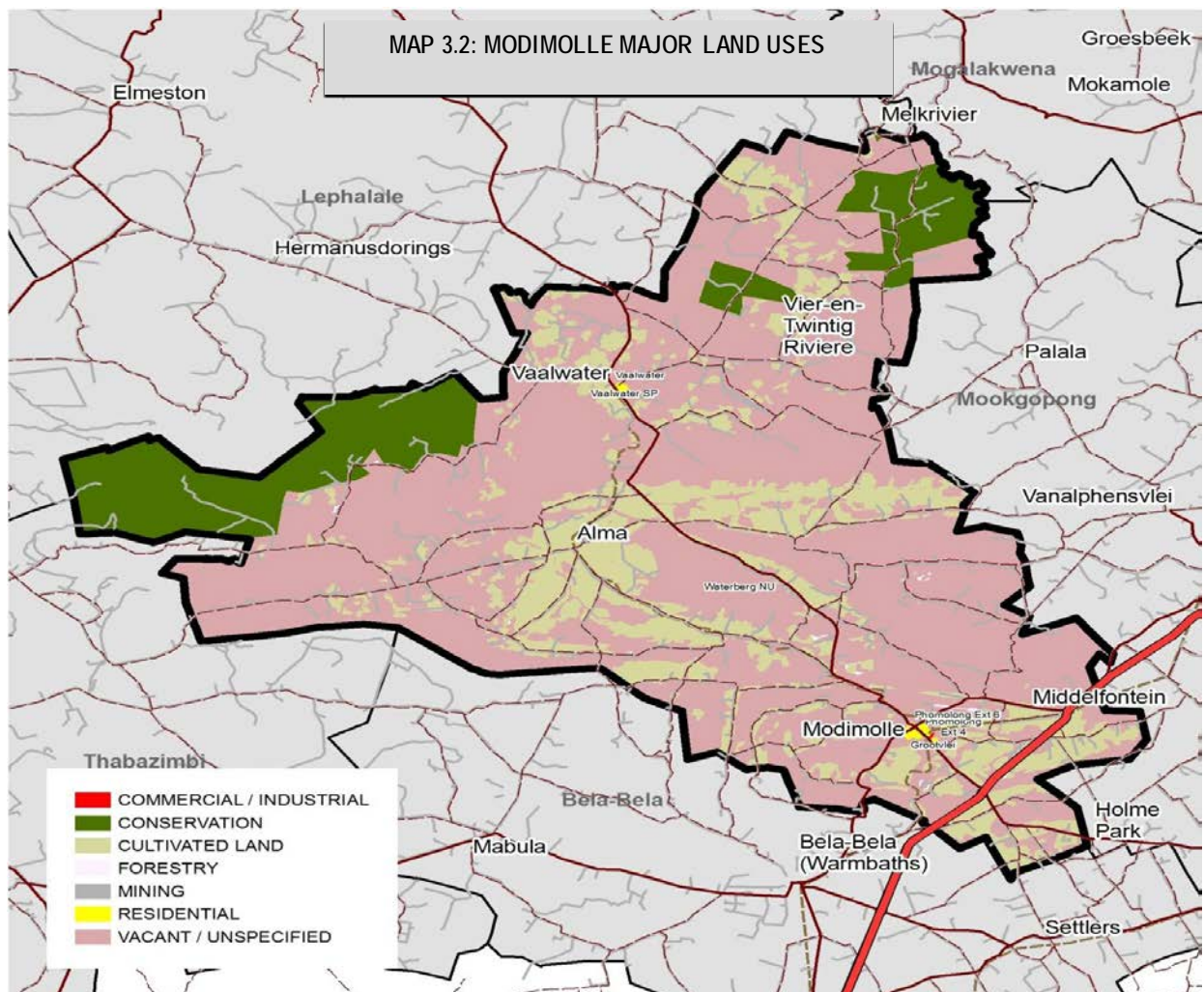
- ☑ Development of the Nelson Mandela Street Activity Spine
- ☑ Development of the R33 corridor
- ☑ Development of the Joe Slovo – Maqwaze Street Activity Spine
- ☑ Alma Settlement Investigation
- ☑ Vaalwater Precinct Plan
- ☑ Modimolle Infrastructure Investment Plan
- ☑ Rural development strategy

3.1.7 LAND USES COMPOSITION

3.1.7.1 Land Uses:

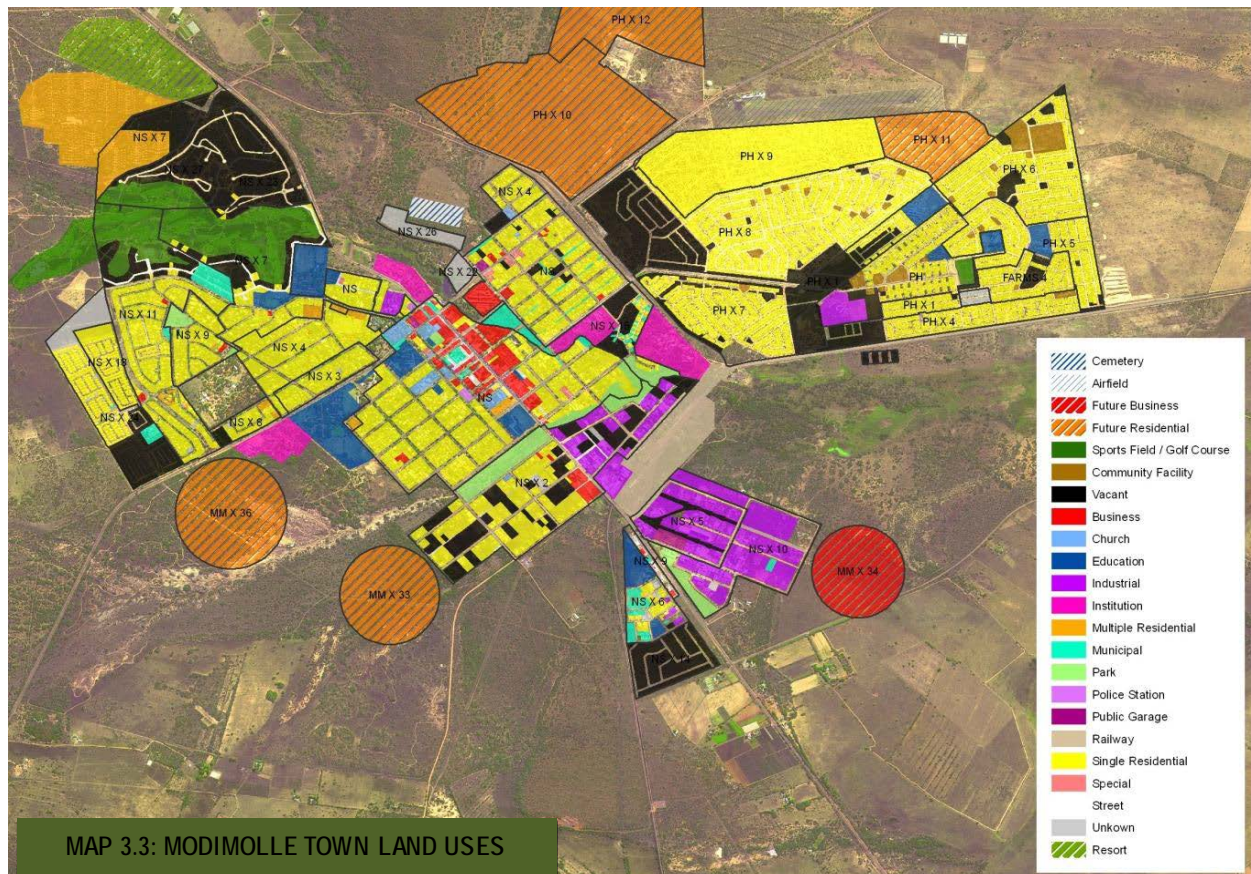
The current land uses still strongly reflect the history of the town and past patterns of development. This is not unexpected since the level of economic growth to address spatial patterns that are not relevant to modern usage. It is clear that development over the past decade was largely dictated by the availability of land and specifically land ownership. The net result is that the apartheid structure of the town was largely reinforced. This has led to disjointed development with no functional integration. The development from the historical core took place in very strong patterns that still reflect historical development trends and patterns.

The R33 (Nelson Mandela Drive) remain the dominant spine along which the town developed. The CBD exhibits a strong linear pattern. There are some business development along the R101 (Thabo Mbeki Street) north of the R101's intersection with the R33. The fact that business development failed to penetrate along other main arterials is a reflection of the dominance of the R101 and the lower levels of traffic carried by the other major routes. The R101 south of the R33 intersection show elements of a civic spine with the NG Church, the old cemetery, municipal library, the high school and its hostels as well as the hospital along this axis. This feature can be utilized to develop this spine with a very specific character. The few low cost houses adjacent to the hospital are out of place and out of character with the area. See Map 3.2 and 3.3 below.



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The main railway line is a very strong barrier that still impact on the development of the town. The station on the railway line largely determined the development and character of the adjacent area. The main railway line will remain a strong barrier for development to the east. Should one consider development in this area it should be for uses not dependent on strong links with the business or residential areas of the town. It is clearly not suite for residential development except if safe railway crossings can be provided. This area cannot be regarded as a priority development area.



3.1.7.2 Settlement Patterns and Development

Modimolle was established by a group of pioneers known as the Jerusalem Trekkers who believed they have reach the Nile and had been close to the Holy Land. The river flowed north and the koppie (Modimolle) looked like a pyramid. The town was established in 1866.

3.1.7.3 Hierarchy of Settlements and Growth Point Area

The Modimolle Local Municipality area has a very well defined and established development footprint. There is also a very high correlation between the existing development patterns and the potential as was highlighted above. The development of a nodal system is dependent on the movement of goods and services. The overcoming of distance is so basic to development that spatial differentiation cannot develop without movement. MLM hierarchy of settlements is in line the province. Modimolle is defined as a Provincial Growth Point, Vaalwater as Municipal Growth Point and Alma as a Local Service Point. See Map 3.4 below.

- ☑ **Modimolle (Provincial Growth Point):** It's a tourism hub and there's an increase in population concentration cause of displace farmers. First order settlements are individual settlements (e.g. town/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grounded together. These growth points seem to have a natural growth potential, but do not develop to their optimum potential due to the fact that capital investments are made on ad hoc basis without any long-term strategy for the growth point or the area as a whole.
- ☑ **Mabatlane (Municipal Growth Point):** It's a tourism hub and there is an increase in the population area because of displace farm workers
- ☑ **Alma (Local Service Point):** It's an agricultural town that can be classified as a forth order node

Local Growth Point. In terms of the various categories of growth points, the local growth points have a relatively small economic sector compared to the district, but more especially the provincial growth points. These growth points usually have a few higher order social and institutional activities. In most instances these growth points have a reasonable number of people.

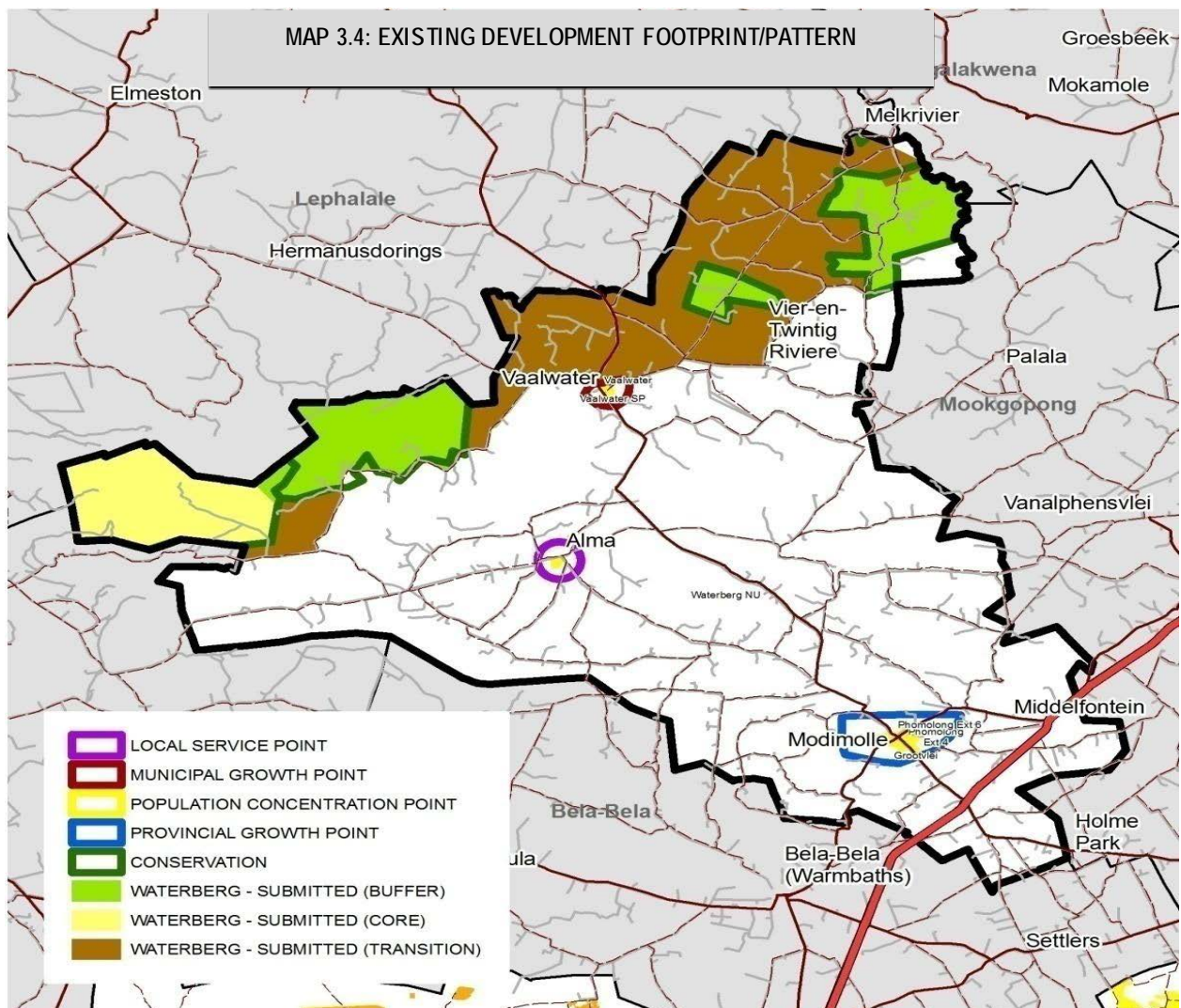
District Growth Point. These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals or health facilities and educational center's. Most of this district growth points have a large number of people grounded together.

Provincial Growth Point. A provincial growth point is the highest order in the hierarchy and therefore also the most important type of growth point. The majority of these provincial growth points have a large number of people grounded together

3.1.7.4 Land Cover

Land cover is an extension of land uses. It introduces the extent on natural phenomena such as plant cover and noticeable geological features. Furthermore, by attaching qualitative aspects to land cover one gets an indication of areas of degradation of natural plant cover as well as the agricultural uses of land. The map below underlines the arid nature of the area and the farming techniques associated with dry land cultivation.

As is the case with general land uses, the map shows clear distinction between commercial farming areas, conservation, and settlement activities. It is a pattern that is entrenched in most of the maps. The fact that it is entrenched is important for two reasons. Firstly, broad land use patterns are clearly defined and show a natural development path that should be recognized in planning. Secondly, the entrenched nature of the development and the association of development patterns with natural phenomena might indicate that a natural optimization process has developed over time. One should question the ability to radically change these patterns or to steer development in a different direction.



3.1.7.5 Land Restitution and land claims

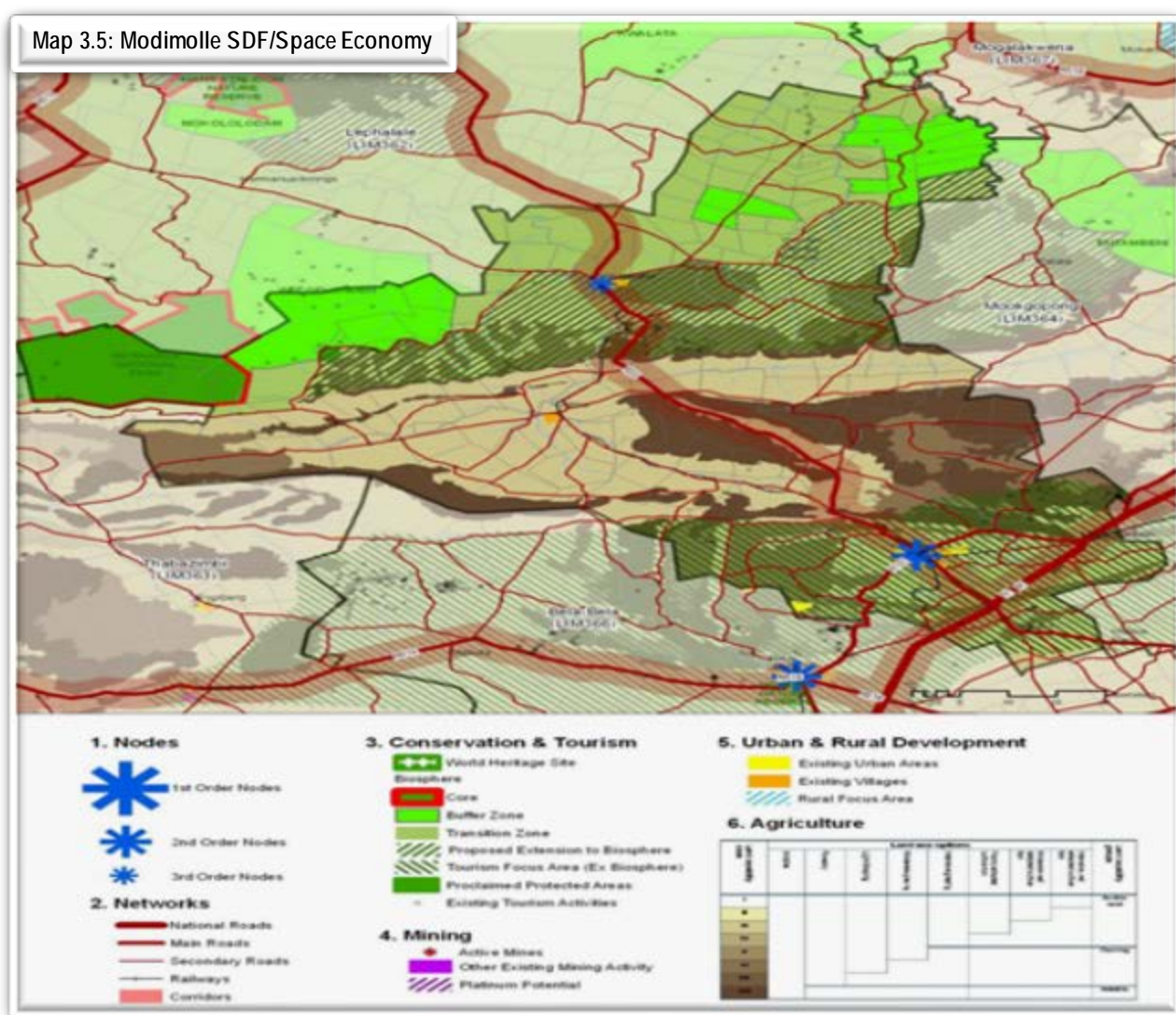
Land claims and land restitution is a very important albeit a contentious issue. However, from a spatial planning point of view land ownership does not necessarily determine the preferred use of land. The exceptions are, as is the case with tribal land, where uses are restructured through restricted ownership practices, and where land restitution leads to commercially productive land

becoming unproductive. Development in the municipality has not being really affected by land claims. In Modimolle Local Municipality there are only two land claims and they are gazette and finalized. **They are as follows:**

1. Middlefontein Community Development Task (Ward 7). Is in the border of Mookgophong Municipality at Serendipity farming areas.
2. Mabatlane Land Claim (Ward 2):
 - ☒ Most part of it is in Mogol & Lephalale and the beneficiaries are in Mabatlane
 - ☒ No pending land claims application as yet however in terms of land redistribution at least 20 farms has been redistributed in line with Land Redistribution for Agricultural Development (LRAD).

3.4.7.1 Illegal occupation of land/informal settlements:

- ☒ Modimolle shack along R101 to Mookgophong, Zuma Section, Airfield, Joe Slovo, Between Ext 9 and Ext 11, Fumani Consortium sites, in the middle of Ext 8.
- ☒ Vaalwater Ext 3, Jacaranda Ground, Shacks along Melk-Rivier Road next to Ext 4.
- ☒ Alma, Sterkwater & Mhlohlo.
- ☒ Between Ext 7 & Sewer Plant.



3.1.2.

7 Land availability:

The following of properties were identified during the assessment of the context of the municipal area, the urban footprint is exceeding the ability of households to comfortably access the town centre and general public amenities. These properties can be developed or redeveloped in order to cater for the expected growth in the demand for housing over the next ten years. The emphasis was on low cost housing and it was assumed that high income housing would be catered for through general market forces. The following table and map indicate the land identified in Modimolle.

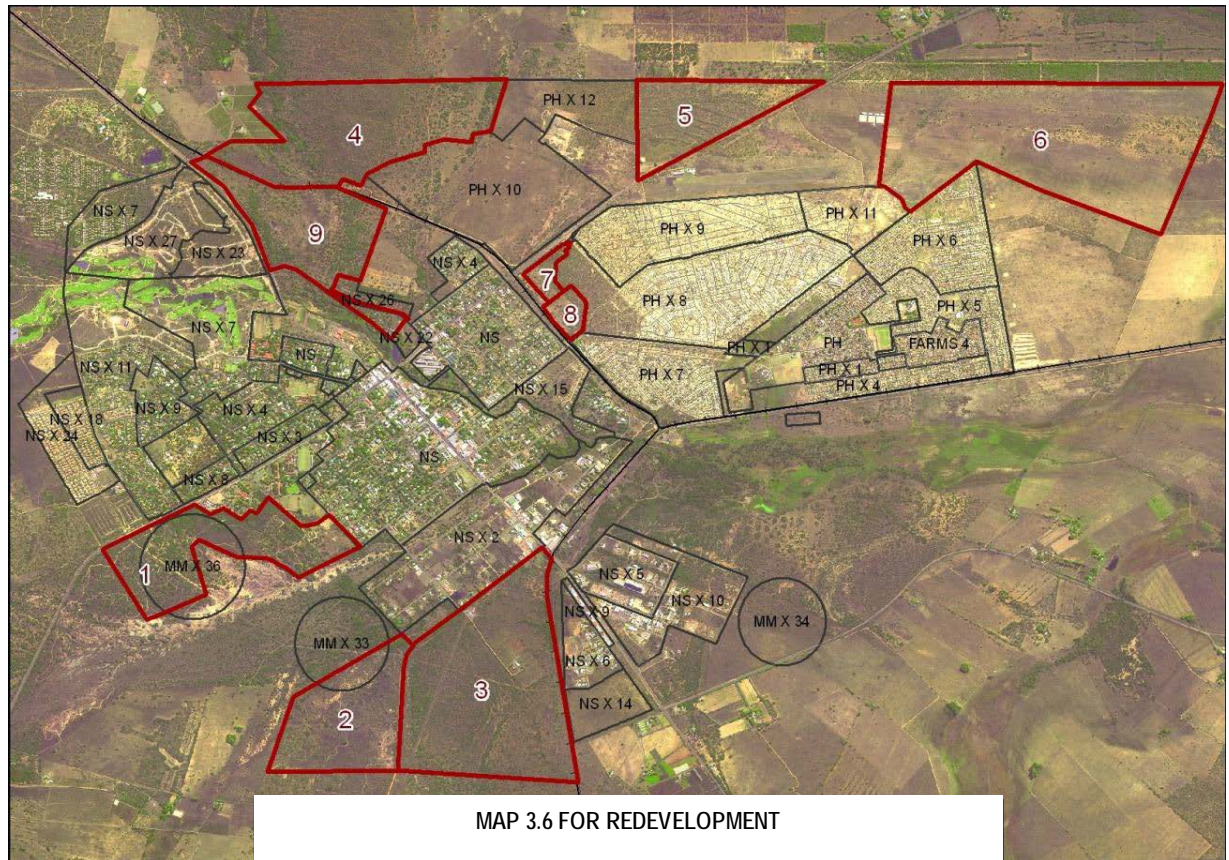
**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

TABLE 3.4: LAND AVAILABLE FOR DEVELOPMENT OR REDEVELOPMENT			
Land parcel	Area (ha)	Priority	Comments/Notes
1	84.33	High income housing - lower priority	This area coincides with the proposed Modimolle Ext 36. (500 medium income stands) The demand for these stands in the light of other so-called "medium income" developments is questionable. The area links to an eroded and very degrade area that needs urgent attention and rehabilitation.
2	77.30	Low income housing - preferred area	This is an area that can be developed for low income housing. It is close to the CBD and the industrial area which can provide job opportunities.
3	176.13	Low income housing - high priority	This is an area which can be considered as the prime area for future low cost housing developments. Its close proximity to job opportunities and other facilities is very important.
4	129.62	Low income - low priority	This area is remotely located and will remove low income households further away from the required amenities and facilities needed by people that have no transport and need to walk to where they want to go.
5	58.21	Low income - low priority	The same applies as in the case of land parcel 4.
6	222.31	Low income - very low priority	The same applies as in the case of land parcel 4.
7	7.25	Medium income - high priority	This area is an important infill area. It is well located for higher density medium income housing. The development of this area should be a priority to the Council.
8	8.36	School site	
9	78.94	Mixed uses - higher income	This is a difficult area to assess in terms of physical characteristics, location and uses. It should provide an opportunity for higher income development but should not be regarded as a high priority area.
Total area	842.45		

The following vacant stands are available in existing townships.

TABLE 3.5: VACANT STANDS IN PROCLAIMED TOWNSHIPS				
Row Labels	Area (Sqm)	Number of Stands	Average Size	Target
Alma	32,837	74	444	Low income
Farms 4	19,406	1	19,406	
Nylstroom	45,074	43	1,048	High income
Nylstroom Ext 11	125,233	73	1,716	High income
Nylstroom Ext 15	79,512	19	4,185	High income
Nylstroom Ext 2	312,249	65	4,804	Medium income
Nylstroom Ext 23	233,055	106	2,199	High income
Nylstroom Ext 24	19,965	222	908	High income
Nylstroom Ext 27	424,362	160	2,652	High income
Nylstroom Ext 4	16,098	1	16,098	High income
Nylstroom Ext 7	114,781	69	1,663	High income
Nylstroom Ext 8	13,474	1	13,474	High income
Modimolle Ext 33	New	450		Medium income
Modimolle Ext 36	New	500		Medium income
Phagameng	23,473	2	11,737	Low income
Phagameng Ext 1	1,489	1	1,489	Low income
Phagameng Ext 4	76,789	34	2,259	Low income
Phagameng Ext 5	45,227	93	486	Low income
Phagameng Ext 6	42,916	5	8,583	Low income
Phagameng Ext 7	11,635	25	465	Low income
Phagameng Ext 8	337,309	226	1,493	
Phagameng Ext 10	New	1,200		Low income
Phagameng Ext 12	New	700		Low income
Vaalwater	423,365	140	3,024	Mixed income
Vaalwater Ext 4	242,209	505	480	Low income
Grand Total	2,640,458	4,715		1,586

MAP 3.6 MODIMOLLE VACANT LAND FOR DEVELOPMENT



3.2. ENVIRONMENTAL, SOCIAL AND ECONOMIC ANALYSIS

3.2.1 ENVIRONMENTAL ANALYSIS

Modimolle Municipality has six distinct functional zones were identified. These zones are each described by a range of features that clearly distinguishes it from the other zones. They are:

- ☑ The **urban functional zones** where typical urban activities dominate to the exclusion of other activities. The focus is around the established towns and includes the activities and land uses in smaller settlements throughout the area of the district municipality.
- ☑ The **rural functional zones** have many elements of the urban zone but differ to the extent that it includes very clearly defined agricultural activities in the form of subsistence farming. The rural zone also consists of a large number of small settlements of varying density. These settlements are not functionally linked and exist largely independent of each other.
- ☑ The **mining zones** are defined by virtue of the ore bodies and reefs that can potentially be mined. It is basically determined by a single factor and is in many instances in conflict with other uses.
- ☑ The agricultural activities can be divided into two major zones. The first is the **crop farming zone**, which describes the areas with high potential for intensive agricultural activities. The second area is what is termed the **ranching zone** that is dominated by low intensity cattle and game ranching activities. This zone cover major parts of the area and very often co-exists or overlaps with conservation activities.
- ☑ The last functional zone is the **conservation zones** where the area is exclusively used for conservation orientated activities to the exclusion of most other activities. There are a substantial number of proclaimed conservation areas in the municipal area as well as a direct link into the Waterberg biosphere.

The environmental features of the municipal area are dominated by the river and specifically the river buffers along it. The vegetation types does not have any specific significance although it might have an impact on some ranching activities.

3.2.1.1 Biophysical Environment

Traditionally, the open space system and network incorporated in SDF consisted of "non- developable areas" such as areas affected by flood lines, geotechnical constraints, steep slopes and topographical characteristics. More recently the focus has shifted to biodiversity protection and the maintenance of ecological systems and processes. In the case of latter, one of the primary focus areas is the limitation of the fragmentation of ecological systems. The overall municipal level open space network has thus been devised to allow for maximum interaction between various ecological systems and processes and ensuring

continuity of these systems as far as possible. According to the Modimolle SDF, the following areas were considered as areas that need strategic management in order to conserve biodiversity of MLM:

- ☑ Wetlands
- ☑ Ridges
- ☑ Areas identified as Critical Biodiversity Areas in terms of the North West Province Biodiversity Conservation Assessment Technical Report (2008)
- ☑ Areas with remaining natural vegetation
- ☑ Open space areas
- ☑ Existing protected and conservation areas
- ☑ Areas zoned under conservation management zone.

The size of Modimolle local municipality is 622785.8ha, areas remaining natural is 542780.6ha [87.2% of municipality]. An area where no natural habitat remains is 80004.3ha [12.8% of municipality]. There are 5 reserves in Modimolle local municipality covering 49088.6ha [7.9% of municipality] that are land based protected areas. The area is dominated by 2 biomes which are grassland and savanna covering 622786ha. There are 7 vegetation types in Modimolle covering 622786ha. There are no critically endangered ecosystems within the municipality; there is only one vulnerable ecosystem which is Springbokvlakte Thornveld covering 9217.8ha [1.48% of municipality]. The municipality has 11 rivers and three water management areas covering 467794.5ha.

Fauna and threatened species

There is a variety of flora, which is classified, as endangered and listed on the red data list within the area. These areas are more extensive than the identified biospheres and it coincides with a range of existing activities. It is clear that these issues will have to be dealt with in decision-making on future urban, rural, and mining developments. Endangered flora is consistent with ranching activities and provides opportunities from a conservation point of view. Furthermore, several areas have been identified as the habitat of rare and threatened animal species.

Archaeological sites are distributed throughout the area, with new sites still being found regularly. The sandstone formations could retain groundwater sufficient to make a suitable environment for primitive man. The cliff overhangs offered natural shelters for these early humans. The first human ancestors may have been at Waterberg as early as three million years ago.

Conservation areas and heritage sites

There are a substantial number of proclaimed nature reserves in the municipal area. The consequences for urban, rural and mining activities are very clear. The Municipality is home to Nylsvlei nature reserve with the RAMSAR status as well as the Nylsvlei bird sanctuary. The municipality has been graced by the well-known and tourism attraction natural feature which is the Modimolle Mountain-Cultural/heritage. Mabatlane is regarded as the economic Hub of the world acclaimed Waterberg Biosphere Reserve with the UNESCO status. Modimolle enjoys easy access from the main national arteries, the N1 and R101 site.

The first white settlers arrived in Waterberg in 1808 and the first naturalist, a Swede, appeared just before the mid-19th century. Around the mid-19th century, a group of Afrikaner travellers set out from Cape Town in search of Jerusalem. Arriving in Waterberg, they mis-estimated their distance and thought they had reached Egypt. After battles between Dutch settlers and tribesmen, the races co-existed until around 1900. The Dutch brought further cattle grazing, multiplying the impacts of indigenous tribes. By the beginning of the 20th century, there were an estimated 200 western inhabitants in the Waterberg, and grassland loss began to have a severe impact upon native wildlife populations.

Modimolle is well-known for its scenic lodges and game farms. Apart from game farms and lodges, the areas hold vast opportunities in terms of all forms of tourism due to the undisturbed natural environment as well as its proximity to other tourist destinations such as Bela-Bela and Mookgophong.

Tourism in Modimolle therefore plays a very important role in terms of local economic development with a variety of linkages to the surrounding areas. **Modimolle as a Tourism Destination**-Modimolle occupies a strategic position from the main markets of the country by being at the entrance of the Province from the South. The visibility of Modimolle Mountain from the N1 north contributes to the curious tourists to visit the area.

Regarded as the gateway to the Waterberg, the area is particularly known for its variety of outdoor recreation options, ranging from horse safaris, hiking and nature trails, to luxury hunting safaris. Bird watching at the internationally famous Nylsvlei Nature Reserve, where up to 200 species are easily spotted in the course of the day, also attracts many visitors to the area. The pleasant climate with hot summers and moderate winters makes Modimolle a year-round holiday destination, only one and a half hours' drive from Johannesburg on the N1 to Zimbabwe. The road from Bela-Bela to Modimolle along the R101 route offers both an alternative to the toll road and exceptional beauty and scenery.

Historic sites, in and around Modimolle include the J.G. Strijdom House and Museum where the former statesman lived for twenty years and which has been declared a national monument, as well as places related to the Anglo-Boer War concentration camp established here in 1901. Historic churches include the Reformed church in Calvin Street, designed by Gerhard Moerdijk and built

in 1929 and next to it, the oldest church building in Limpopo dating back to 1889, which has also been declared a national monument. Train enthusiasts will enjoy the original locomotive used on the line between Pretoria and Modimolle after the line was completed in 1898, which now has pride of the place at the railway station. A ride on the luxury colonial train, the Nylsvlei Express to the nearby Boekenhout station also makes for a fun outing. Donkerpoort Dam, some 11 km northwest of the town on the R517 is a popular fishing spot for carp, bream and black bass. It is also a very popular spot. The Municipality does not have any multi-cultural event to attract tourist. Majority of tourists who account for bed nights are from Gauteng with sizeable foreign tourists. Modimolle enjoys mostly tourists who visit for Holidays rather than day tours. The area forms part of the leisure cluster in the Mabatlane area and Modimolle town with special interest group in the north at the Nylsvlei.

Modimolle Local Municipality (MLM) has identified the need to develop the Modimolle Mountain, commonly referred to as "Kranskop" as a tourist attraction. The Modimolle Mountain Tourism Development Initiative (MMTDI) is a proposed tourism anchor project to be developed by the Modimolle Local Municipality. Modimolle Mountain is strategically located close to the southern entry point to Limpopo, along the main access route to the north; the N1 connects Gauteng with Limpopo, the Northern neighbouring provinces and countries to the north. The link provided by the district and can create an enabling business climate for the municipality as a distribution point to support vast growing development in the surrounding areas.

The Modimolle Mountain is one of the outstanding features when entering the Province and loose standing impressive mountain of 250m high, has been a landmark for travellers to the north since the dawn of time. Modimolle is the Northern Sotho name for Kranskop, as it is commonly known because of its bulk structure and prominent cliffs. In Northern Sotho, Modimolle literally means "the forefather's spirit, or God, has eaten" (Modimo o lle). It was reputedly a sacrificial mountain where victims captured during tribal warfare were said to have been mutilated by local sangoma's before being thrown off the cliffs. Eco Tourism potential for the immediate area is considered high, due to the close proximity to the Nylsvlei Wetland, and Game Farms in the area. The study area forms part of the greater Waterberg Biosphere and has been identified as a potential heritage site, in a recent study conducted of the area.

Modimolle Mountain is a renowned conservation worthy and archaeologically important site in the MLM. The Mountain falls on the southern edge of the Nylsvlei wetland system, which is an internationally-important Ramsar Wetland. The Nylsvlei Wetland and adjacent areas has been the subject of extensive studies on avifauna and biodiversity. MLM has identified the need to develop the Modimolle Mountain as a tourist attraction and although the development concept has not been finalized, initial considerations include the development of an African traditional village at the foot of the mountain with lodges, small coffee shops, a Lapa for entertainment and storytelling.

MLM like all other municipalities is faced with the lack of capital for projects and in particular the municipality will have a challenge raising capital to develop and explore the use of the mountain as the heritage tourism site is limited. Tourism projects by their nature struggle to attract capital and hence, the Municipality is assessing the possibility of a private sector participation procurement and development model using the PPP framework methodology to assess its viability. The success of Tourism PPP's has been very limited, primarily due to the levels of affordability. However, the development of high levels of public participation in successful tourism models is key, and there are a number of success stories in South Africa, in this regard, the success is normally the combination of commercial ventures, driven by tourism infrastructure development. Examples of these are Midlands Meander, Western Cape Wine lands, and Cradle of Mankind.

The municipality has thus registered this project with the PPP Unit of the National Treasury Government of South Africa, as a potential PPP and has also appointed a team of Transaction Advisors to assist with the feasibility study and possible procurement of the Modimolle Mountain as tourism and heritage site projects. In terms of the Municipal Systems Act, this project has been identified through the Final Integrated Development Plan of 2010-2011 (IDP) of the Municipality as one of the PPP projects the Municipality will undertake in 2011-2011. The municipality is guided by the IDP which sets out an agenda for the municipality's regional development and integration plans. It also sets out linkages between infrastructure development and the environment needed to build social cohesion and sustainable economic development. It is the instrument for the strategic management of the municipality and decision-making by council. Through stake holder input, the IDP ensures a cooperative approach by the National, Provincial and Local spheres of government to develop and implement projects and programmes on a priority basis which will empower and benefit the community.

3.2.1.2 Climate Description and Impact of Global Warming and Climate Change

3.2.1.2.1 Climate Description

Modimolle normally receives about 535mm to 630mm of rain per year, with most rainfall occurring during summer. It receives the lowest rainfall (0mm) in June and the highest (102mm) in January. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures for Modimolle range from 19.7°C in June to 28.6°C in January. January is the hottest month of the year. June has the lowest average temperature of the year. It is 11.5 °C. The region is the coldest during July when the mercury drops to 2.5°C on average during the night. The climate in the area is usually mild, and generally warm and temperate. There is more rainfall in the winter than in the summer in Modimolle. This location is classified as Csa by Köppen and Geiger. Precipitation is the lowest in July, with an average of 4 mm. With an average of 116 mm, the most precipitation falls in January. Between the driest and wettest months, the difference in precipitation is 112 mm. During the year, the average temperatures vary by 11.5 °C.

3.2.1.2.2 Impact of Global Warming and Climate Change

Climate change is a long-term shift in the climate of a specific location, region or planet. The shift is measured by changes in features associated with average weather, such as temperature, wind patterns and precipitation. Climate change is already a measurable reality and along with other developing countries, South Africa is especially vulnerable to its impacts. South Africa is particularly vulnerable to climate change because of its dependence on climate-sensitive economic sectors, high levels of poverty and the inter-related impacts of HIV/AIDS. The poor typically have limited opportunities and, consequently, are disproportionately affected by the negative impacts of climate change. This is especially true, as climate change will directly affect the sectors upon which the poor are dependent, namely agriculture, biodiversity, ecosystems and water supplies.

Local municipalities will need to plan for these and other impacts. The burden on municipalities will grow because of the expected increases in natural disasters, water scarcity and disease, and reduced agricultural production and food security. Some municipalities will be more sensitive to these changes than others, and many municipalities may lack the adaptive capacity because of existing developmental challenges, such as low incomes, weak institutions, low levels of education and primary health care, lack of markets and infrastructure and already-degraded ecosystems.

Rural communities and local municipalities will need to find appropriate and efficient ways of developing resilience to climate change through adaptation measures. These measures will need to be supported at a systemic level, including through intergovernmental finance mechanisms.

Causes of climate change

It can be a result of both anthropogenic factors and natural factors. Because human beings burn fossil fuels to heat their homes, run their cars, produce electricity, and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming capability of the natural greenhouse effect has been enhanced. **It's the human-induced enhanced greenhouse effect that causes environmental concern, because it has the potential to warm the planet at a rate that has never been experienced in human history.**

Observed climate trends for South Africa (1960–2010)

Over the last five decades the following climate trends have been observed in South Africa:

- ☑ Mean annual temperatures have increased by at least 1.5 times the observed global average
- ☑ of 0.65°C reported by the Fourth Assessment Report (AR4) of the International Panel on Climate Change (IPCC) for the past five decades.
- ☑ Maximum and minimum daily temperatures have been increasing annually, and in almost all seasons. A notable exception is the central interior (zone3, Vaal), where minimum temperatures have been increasing less strongly, and some decreases have been observed.
- ☑ High and low temperatures (i.e. hot and cold extremes) have respectively increased and decreased in frequency in most seasons across the country, particularly in the western and northern interior. The rate of temperature change has fluctuated, with the highest rates of increase occurring from the middle 1970s to the early 1980s, and again in the late 1990s to middle 2000s.
- ☑ Rainfall has shown high inter-annual variability, with smoothed rainfall showing amplitude of about 300 mm, about the same as the national average.
- ☑ Annual rainfall trends are weak overall and non-significant, but there is a tendency towards a significant decrease in the number of rain days in almost all hydrological zones. This implies a tendency towards an increase in the intensity of rainfall events and increased dry spell duration.
- ☑ There has also been a marginal reduction in rainfall for the autumn months in almost all hydrological zones.
- ☑ Extreme rainfall events show a tendency towards increasing in frequency annually, and especially in spring and summer, with a reduction in extremes in autumn.
- ☑ Overall, rainfall trends are similar in all the hydrological zones, with rainfall being above average in the 1970s, the late 1980s, and mid to late 1990s, and below average in the 1960s and in the early 2000s, reverting to the long-term mean towards 2010.

Climate change and its impact on Water Resources or Sector

Because of South Africa's generally arid to semi-arid climate, less than 9% of annual rainfall ends up in rivers, and only about 5% recharges groundwater in aquifers. In addition, rainfall and river flow are unpredictable in time and unevenly distributed in space, with only 12% of the land area generating 50% of stream flows. The main users of surface water resources are agricultural irrigation, domestic, industrial, mining and power generation. Potential demand for water is expected to increase with economic growth, increased urbanisation, higher standards of living, and population growth. Because of the critical importance of water in the South African economy the country has a sophisticated water resources planning capacity, founded on a good understanding

of the country's variable rainfall. This planning capacity will be a key capability for adaptation planning under on-going and future climate change.

Climate change impacts on water in South Africa could exacerbate existing water-related challenges and create new ones related to climate variability, extreme weather events and changing rainfall seasonality. This would affect a wide range of economic sectors and livelihoods and impact on the development of infrastructure into the future, including through water quality-related issues. Projected impacts are due to changes in rainfall and evaporation rates, further influenced by climate drivers such as wind speed and air temperature as well as soils, geology, land cover and topography across South African water catchments. The broader climate change water quality related impacts include the following and as such government should embrace themselves for the focused impacts.

- ☑ Less irrigation and drinking water could be available due to increasing water temperatures linked to higher ambient temperatures.
- ☑ Favourable conditions for the incubation and transmission of water-borne diseases may be created by increasing air and water temperatures.
- ☑ Increased fish mortality due to reduced oxygen concentrations in aquatic environments and mortality of temperature-sensitive fish species.
- ☑ Deterioration in water quality due to increased salt concentrations in dams, wetlands and soil/plant systems from enhanced evaporation rates.
- ☑ Human health and ecosystem impacts, associated with increased rainfall intensities, flash floods and regional flooding including overflowing sewers due to sewage pipes blocked with washed-off debris, damage to sewerage infrastructure resulting in raw sewage discharges into rivers, scouring and erosion of urban streams, increased sediment and pollutant overflow and damage to low lying water and wastewater treatment works disrupting drinking water supplies.
- ☑ Increased periods of drought mean less water is available to dilute wastewater discharges and irrigation return flows resulting in reduced water quality and associated downstream health risks to aquatic ecosystems.

The effects of extreme changes in runoff due to climate change include the following:

- ☑ Increased erosion and sedimentation, causing loss of fertile topsoil and reductions in the fertility and quality of agricultural produce as well as disruptions in aquatic ecosystems.
- ☑ Increased transportation of water pollutants (petroleum and hazardous substances/chemicals, herbicides, fertilisers and sediments) through surface water, groundwater and soil systems leading to human health risks, contamination of drinking water, ecosystem disturbance and aesthetic impacts on water resources.
- ☑ Increased flooding or drought, resulting in loss of life, livelihoods and assets, damage to infrastructure, contamination and/or limitation of water supplies, loss of crops, and community displacement.

There is a need to explore the socio-economic implications of a range of possible climate-water futures to inform key decisions in development and adaptation planning in South Africa in order to build the climate resilience of vulnerable communities and groups. International mitigation action could sharply reduce uncertainty relating to changes in hydrology and water supply in South Africa.

Climate change and its impact on Biodiversity

Biodiversity is crucial to ecosystem health, and healthy ecosystems are central to human well-being. Healthy ecosystems interlinked with working landscapes and other open spaces form the ecological infrastructure of the municipality or the country at large and are the foundation for clean air and water, fertile soil and food. All South Africans depend on healthy ecosystems for economic and livelihood activities, including agriculture, tourism and a number of income generating and subsistence level activities. These natural ecosystems are currently under pressure from land use change and related processes causing degradation, as well as invasive alien species. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO₂ and changing rainfall patterns) is exacerbating these existing pressures.

Well-functioning ecosystems provide natural solutions that build resilience and help society adapt to the adverse impacts of climate change. This includes, for example, buffering communities from extreme weather events such as floods and droughts, reducing erosion and trapping sediment, increasing natural resources for diversifying local livelihoods, providing food and fibre, and providing habitats for animals and plants which provide safety nets for communities during times of hardship. Sustainably managed and/or restored ecosystems help in adapting to climate change at local or landscape level.

Indigenous bird species (for example) are used as potential indicators of climate responses for several reasons. They are highly mobile and sensitive to changes in habitat and climate, for example, certain bird species are sensitive to changes in vegetation structure (e.g. woodland versus grassland species), and some would show behavioural responses to changes in temperature and rainfall. It is very much important to conserve the biodiversity within the municipal jurisdiction so to contemplate the survival and thriving of life in these changing climatic conditions.

Climate change and its impact on Human Health

Health risks in South Africa that climate change would aggravate over the next few decades include heat stress; vector-borne diseases (such as malaria, dengue fever and yellow fever); extreme weather events; air pollution; communicable diseases (such

as HIV/AIDS, TB and cholera), and non-communicable diseases (such as cardio-vascular and respiratory diseases). Climate change could also have deleterious effects on mental and occupational health, and its adverse impacts would be worsened by food insecurity, hunger and malnutrition.

Potential health impacts from climate change may result from direct exposures, such as extreme temperature and precipitation, storms, cyclones and other extreme weather events; and indirect exposures, such as worsening air pollution and increasing pollen production. Over time, a changing climate would also lead to changes in the distribution of vectors of disease. A critical indirect constraint may emerge through detrimental impacts on the agricultural sector leading to food shortages and malnutrition. Ecosystem changes could also lead to loss of ecosystem goods and services that currently support healthy environmental conditions. Finally, social and economic disruptions resulting from climate change impacts could have implications for mental health and well-being.

South Africa's National Climate Change Response Policy has advocated the following adaptation measures for reducing the impacts of climate change on human health: reducing certain criteria pollutants (PM, ozone and sulphur dioxide); developing and strengthening existing public awareness campaigns; developing heat-health action plans; improving biosafety; developing a spatial and temporal health data capture system; and integrating food security and sound nutritional policies into all adaptation strategies.

Climate change and its impact on the Agricultural Sector

Projected climate change impacts under an unconstrained emissions scenario are generally adverse for a wide range of agricultural activities over the next few decades, but with some exceptions. Adverse impacts are projected for key cereal crop production, high value export agricultural production and intensive animal husbandry practices, but positive impacts are projected for some tropical crops. Deleterious impacts would also be felt through increases in irrigation demand and in the effects of agricultural pests and diseases. With strong international mitigation responses (i.e. under a constrained/mitigated emissions scenario) and with the implementation of appropriate adaptation responses these adverse impacts could be reduced – with large avoided damages. Adaptation interventions important to the agriculture sector in municipalities include the following:

- ☒ Sustainable water resource use and management including catchment management.
- ☒ Maintenance and climate-resilient restoration of ecosystem services.
- ☒ Sustainable farming systems including integrated crop and livestock management.
- ☒ Community-based forestry and diversification of livelihood skills.
- ☒ Climate resilient forestry options.
- ☒ Climate advisory services and early warning systems for extreme weather events.
- ☒ Fire mitigation including burning fire breaks and reactive fire fighting.
- ☒ Climate change integrated into agricultural curricula.
- ☒ Integrated water use planning.
- ☒ Integrated, simplified and unambiguous policy and effective governance systems.
- ☒ Sustainable urban expansion including, where possible, ecosystem-based solutions.
- ☒ Awareness, knowledge and communication on climate change and adaptation.

The impacts of climate change cuts across different spheres of planning and therefore there is a need to holistically plan the adaptation and the mitigation strategies of such impacts. The underlying anthropogenic factors leading to climate change should therefore be adequately addressed. The main environmental challenges facing the Waterberg district and its local municipalities include but not limited to the following:

- ☒ Deforestation
- ☒ Bush encroachment
- ☒ Alien plant invasion
- ☒ Soil erosion
- ☒ Poaching
- ☒ Water and air pollution
- ☒ Poorly managed waste disposal sites.

3.2.1.3 Land form – Geology, Soil, Topography, and Vegetation

Geology:

According to the Waterberg District EMF, The geology of the Modimolle local municipality is predominately characterized by the Nylstroom Subgroup. In the Modimolle and Alma areas the lower part of the Waterberg Group is developed, in which the Swaershoek and the Alma Formations are distinguished. The Swaershoek Formation constitutes the base of the Waterberg Group and builds the Hoekberge to the west of Bela-Bela and the Swaershoek Mountains to the north of Modimolle. It rests unconformable on rocks of the Rooiberg Group and the Glentig Formation, and locally also on the Lebowa Granite Suite.

Slope and drainage

The MLM area has strong topographical features. The Waterberg itself dominates the largest part of the municipal area. The strongly articulated escarpments are particularly noticeable. Slope is derived from the general topography of the municipal area

Soil Potential and Depth:

Small pockets of land with high potential for crop farming do exist. The bulk of the area with a relative high potential is situated in the north on the Waterberg Plateau and then specifically in the Alma area just below the escarpment. Soil potential has a limited impact on other types of development. There are clearly areas where soil depth impact negatively on crop farming and these areas are found to correlate with topography.

3.2.1.4 Hydrology – Water Sources (Surface and Underground)

Hydrology consists of all water related features and includes rivers, dams, canals, pans, wetlands, and springs. The hydrology of the area includes both surface and groundwater features. The hydrology of an area can impact in many ways on development. Table 3.6 below shows the relatively arid water sources in the area.

TABLE 3.6: WATER SOURCES WITHIN MODIMOLLE		
	Surface Water	Ground Water
Modimolle Local Municipality	<input checked="" type="checkbox"/> Donkerpoort Dam <input checked="" type="checkbox"/> Pipeline from Klipdrift Purification Works (Magalies Water)	<input checked="" type="checkbox"/> Perdelaahte borehole in Modimolle <input checked="" type="checkbox"/> Modimolle Borehole x4 <input checked="" type="checkbox"/> Mabaleng Borehole x5 <input checked="" type="checkbox"/> Mabatlane Borehole x8
Source: MLM 2014		

3.2.1.5 Pollution Levels – Air, Water and Land

☒ **Land Degradation**

In the municipal area, land degradation is prevalent due to the following reasons: Deforestation, Uncontrolled sand mining also contributes immensely in the development of dongas. High level of Agricultural activities near the riparian zone is also an issue of concern (Commercial activities).

☒ **Alien Plant Invasion**

The presence of alien plant species throughout the municipal area also pose a threat to Biodiversity of the area as well as our water resources as in most instances this aliens are prevalent near or the riparian vegetation.

☒ **Land Pollution**

Causes of land pollution encompass lot of things that include but not limited to the following; overuse of pesticides and chemical fertilizers, biomass burning, mining, inefficient and / or inadequate waste treatment, landfill, litter, etc. Many of these are unavoidable; however, definitely the severity of these actions in terms of the effects they have on the land can be reduced by taking appropriate and adequate corrective measure. For example, the amount of litter produced can be hugely reduced if we all strictly say NO to plastic. Land pollution has a negative effect on the climate, species composition, and biodiversity at large.

☒ **Biodiversity Loss**

Most of the activities mentioned above result in the loss of Biodiversity that also result in extinction of certain species. From a biodiversity management and conservation planning perspective, protected areas are key for meeting a number of objectives, including conservation targets for protecting representative portions of vegetation and habitats, linking landscapes, providing economic benefits, ensuring a continued supply of ecosystem goods and services and providing refugia for threatened organisms. According to the Convention on Biodiversity, "they constitute an important stock of natural, cultural and social capital, yielding flows of economically valuable goods and services that benefit society, secure livelihoods, and contribute to the achievement of Millennium Development Goals. Moreover, protected areas are the key to buffering unpredictable impacts of impending climate change."

☒ **Air quality and management tools**

An inventory emission database has been developed and completed during 2012/13 financial year. For effective air quality management and control, an accurate, electronic emissions inventory of point, non-point and mobile sources needs to be established. Comprehensive emissions inventory include information on sources parameters (source location, stack height, stack diameter, exist gas velocity, exit temperature) and associated pollutant emission rates (see table 3.7 below). An emission inventory serves the following functions:

- ✓ Providing spatially resolved source strength data on each pollutant for dispersion modelling.
- ✓ Predict environmental impact.

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- ✓ Helping in urban and regional planning.
- ✓ Supporting the design of monitoring network
- ✓ Contributing a basis for evaluating trends
- ✓ Assisting in the formulation of air quality management policies

TABLE 3.7: AIR QUALITY IN MODIMOLLE						
Municipality	Industrial emission	Domestic fuel during	Vehicle omissions	PM10	S02	No2
Modimolle	0.0%	9.6%	11.4%	0.6%	1.8%	0.6%

Source: WDM Air Quality Management Plan 2014

3.2.1.6 Waste Management – solid waste, effluent (waste-water) and hazardous waste.

Solid Waste:

The municipality provides waste collection from informal settlements to formal settlements within the jurisdiction and management of landfill sites. The Draft Integrated Waste Management Plan is in place. The MLM has two licensed landfill sites, one in Vaalwater and the other in Modimolle/ Phagameng, with a total capacity of 320 000m³ and the total general waste collected is 840 000 m³. Currently there is a need to relocate the Modimolle Town Land Fill Site as it is at close proximity to the newly developed extension 10 townships. The legal status of both the land fill sites in Vaalwater and the Modimolle town is being compromised.

The Vaalwater land fill site is compromised by the encroachment of Leseding Extension 2 and new Extension 3 development and Modimolle is compromised by the new Extension 10 development. The landfill site in Vaalwater is being rehabilitated with the assistance of WDM. The District is currently considering the establishment of a district wide landfill site. The municipality has identified a new Landfill site in Modimolle and the process of establishment of the site is underway.

There are two landfill sites which are lincenced in the Municipal area. Compaction and covering is done regularly to prevent nuisance, pollution and to keep the environment clean. Land rehabilitation is also being done.

Waste Water:

Modimolle waste water treatment plant is currently running at its full capacity of 3ML/day treating an average of ±4.5ml/d. Phase 1 has been completed. Vaalwater area is currently using oxidation ponds, but the ponds are over flowing which poses an environmental challenge, especially in rainy seasons, due to the close proximity to the Mokolo River (±60m). Package plant has been installed to remedy the situation. Alma presently has no waste water treatment plant. A total number of 480 hh in Alma and 400hh in Vaalwater have a backlog respectively. The 0, 5 ml/d package plants have been installed to avoid the situation of contaminating the ground water

Chemicals spills and Hazardous Accidents:

- ☑ Medical Waste and Hazardous waste are not accepted at our landfill sites.
- ☑ Waste Oil generated within our town is currently been recycled by private companies to Gauteng.

3.2.1.7 Environmental Challenges:

Within the municipal area the challenges that are found include air quality, solid and hazardous wastes, the endangerment of biological diversity and degradation of the land caused by overgrazing and deforestation. The impact of the latter mostly affects the ozone and a consequence is global warming

Waste and Refuse removal challenges:

- ☑ Limited financial resources to establish new dumping sites.
- ☑ Refuse removal service is not up to the required standards due to lack of resources.
- ☑ Illegal dumping areas both in urban and rural settlements.
- ☑ Increased residential development in urban areas often without concurrent increase in resources.

Challenges relating to climate change:

- ☑ Governance
- ☑ Waste management
- ☑ Alien invasive Species
- ☑ SDF-No environmental sensitive areas- new Developments allowed in Wetlands
- ☑ Housing in flood planes or landfill Sites

3.2.1.8 Overall approach to mitigation

South Africa's approach to mitigation is informed by two contexts: first, its contribution as a responsible global citizen to the international effort to curb global emissions; and second, its successful management of the development and poverty eradication challenges it faces. The National Climate Change Response is intended to promote adaptation and mitigation measures that will make development more sustainable, both in socio-economic and environmental terms. South Africa recognizes that stabilization of GHG concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system will require effective international co-operation. We therefore regard mitigation as a national priority and are committed to actively engaging in international negotiations under the UNFCCC and its Kyoto Protocol, which South Africa has ratified.

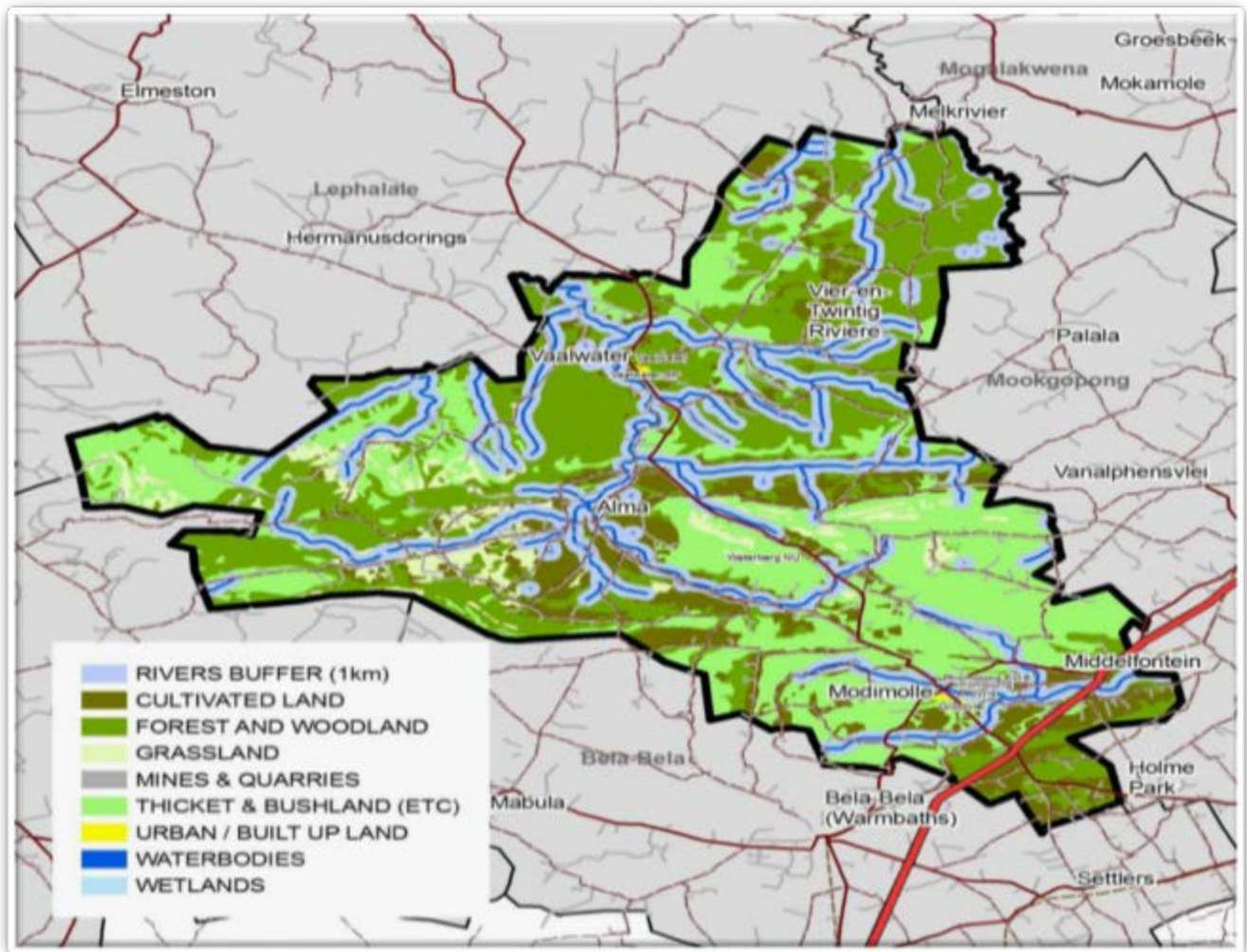
As a responsible global citizen and as a global citizen with moral as well as legal obligations under the UNFCCC and its Kyoto Protocol, South Africa is committed to contributing its fair share to global GHG mitigation efforts in order to keep the temperature increase well below 2°C. In this regard, on 6 December 2009, the President announced that South Africa will implement mitigation actions that will collectively result in a 34% and a 42% deviation below its 'Business As Usual' emissions growth trajectory by 2020 and 2025 respectively. In accordance with Article 4.7 of the UNFCCC, the extent to which this outcome can be achieved depends on the extent to which developed countries meet their commitment to provide financial, capacity-building, technology development and technology transfer support to developing countries. With financial, technology and capacity-building support, this level of effort will enable South Africa's GHG emissions to peak between 2020 and 2025, plateau for approximately a decade and decline in absolute terms thereafter. To this end, the key elements in the overall approach to mitigation include:

- ☑ ***Setting the performance benchmark*** – Using the National GHG Emissions Trajectory Range, against which the collective outcome of all mitigation actions will be measured.
- ☑ ***Identifying desired sectoral mitigation contributions*** – Defining desired emission reduction outcomes for each sector and sub-sector of the economy within two years of the publication of this policy-based on an in-depth assessment of the mitigation potential, best available mitigation options, science, evidence and a full assessment of the costs and benefits. Where appropriate, these desired emission reduction outcomes will be cascaded to individual company or entity level;
- ☑ ***Defining Carbon Budgets for significant GHG emitting sectors and/or sub-sectors*** – Adopting a carbon budget approach to provide for flexibility and least-cost mechanisms for companies in relevant sectors and/or sub-sectors. The initial Carbon Budgets for significant GHG emitting sectors and/or sub-sectors will be drawn up and adopted within two years of the publication of this policy and revised as required based on monitoring and evaluation results, technological advances or new science, evidence and information. A mechanism and process to translate the Carbon Budgets for each relevant sector and/or sub-sector into company level desired emission reduction outcomes will be developed and implemented within three years of the publication of this policy for companies above a minimum emissions threshold.
- ☑ ***Mitigation Plans*** – Requiring companies and economic sectors or sub-sectors for whom desired emission reduction outcomes have been established to prepare and submit mitigation plans that set out how they intend to achieve the desired emission reduction outcomes.
- ☑ ***The use of different types of mitigation approaches, policies, measures and actions*** – Developing and implementing a wide range and mix of different types of mitigation approaches, policies, measures and actions that optimize the mitigation outcomes as well as job creation and others sustainable developmental benefits. This optimal mix of mitigation actions will be developed to achieve the defined desired emission reduction outcomes for each sector and sub-sector of the economy by ensuring that actions are specifically tailored to the best available solutions and other relevant conditions related to the specific sector, sub-sector or organization concerned;
- ☑ ***Using the market*** – Deploying a range of economic instruments to support the system of desired emissions reduction outcomes, including the appropriate pricing of carbon and economic incentives, as well as the possible use of emissions offset or emission reduction trading mechanisms for those relevant sectors, sub-sectors, companies or entities where a carbon budget approach has been selected.
- ☑ ***Monitoring and evaluation*** – Establishing a national system of data collection to provide detailed, complete, accurate and up-to-date emissions data in the form of a Greenhouse Gas Inventory and a Monitoring and Evaluation System to support the analysis of the impact of mitigation measures.

Environmental awareness campaign:

- ☑ 2009 Cleaning Campaign at Alma, Mabatlane and Modimolle.
- ☑ Municipality to collaborate with sector department and NGO's for campaign at Mabatlane, Alma and Modimolle on the 01 May 2013.

MAP 3.7 MODIMOLLE ENVIRONMENTAL FEATURES



3.3 KPA 2 BASIC SERVICE DELIVERY

The Constitutional the Republic of South Africa provides that all communities have a right to access to infrastructure and appropriate, sustainable municipal services. Modimolle Local Municipality has, since establishment in 2000, working in concert with other key government, state owned enterprises and other stakeholders, developed and implemented the IDP towards ensuring communities have access to infrastructure and other eservices that contributes to the improvement of the local people.

National Government as part of its broader mandate and responsibility to improve the conditions of its people within a specific period, had initially set targets for eliminating backlogs, which were inherited as consequence of apartheid and skewed development planning.

- ☑ Access to potable water
- ☑ Bucket eradication
- ☑ Sanitation
- ☑ Electricity
- ☑ Roads (within the MIG context)
- ☑ Sport and recreation and public facilities, and
- ☑ Access to waste management facilities
- ☑ Eradication of informal settlements

All the targets mentioned have to find expression in terms of the municipal plans and resource allocation in ensuring that the targets are achieved towards a better life for all South Africans. Modimolle Municipality should also comply with the following norms and standards:

Service Norms and Standards (Water and Sanitation)

- ☑ Supply of water 24 Hrs.
- ☑ Free basic water supply 6kl/M/H.
- ☑ Draw water from at least 200m radius.
- ☑ Blue Drop should be at least 90%.

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- ☒ Ventilated improved pit (VIP).
- ☒ Green Drop should be at least 90%

3.3.1 MODIMOLLE INFRASTRUCTURE BACKLOG (WATER, SANITATION, REFUSE COLLECTION AND ELECTRICITY 2014/2015):

Note: The 2001 and 2011 Stats SA indicate the population as follows. Whilst the municipality is currently using the 2007 Community Survey Stats total number of households: 19804

- ☒ Total number of Households 2001: 17544
- ☒ Total Number of Households 2011:17525

The municipality experience backlogs on sanitation, refuse removal and electricity. All stand on 11,50%, 10% and 12,1% respectively. Although it must be noted that good strides have been made, as the majority of the households have access to services.

TABLE 3.8: BACKLOG (WATER, SANITATION, REFUSE COLLECTION AND ELECTRICITY 2014/2015)					
Service	Total HH	HH with Access	% With Access	Total backlog	% of Backlog
Water	19 804	18 874	95,30	930	4,7%
Sanitation	19 804	17 525	88,49%	2 279	11,50%
Refuse Collection	19 804	18 000	90%	1 804	10%
Electricity	19 804	17 525	85,4%	2 279	12,1%
Source: MLM 2014					

3.3.2 WATER

The Water Services Act of 1997 provides that every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services. The Act continues to say that the duty is subject to the following:

- ☒ Availability of resources
- ☒ The need for equitable allocation of resources to all consumers and potential consumers within the area of jurisdiction
- ☒ The need to regulate access to water services in an equitable way
- ☒ The duty of consumers to pay reasonable charges
- ☒ The duty to conserve water resources
- ☒ The right by the water authority to limit or discontinue the provision of water services if there is a failure to comply with a reasonable conditions set for the provision of such services

Modimolle Local Municipality is a duly authorized water authority and has to, in all planning and implementation of mandate, consider and work within the above in order to ensure that indeed water becomes the elixir of life. It

3.3.2.1 ACCESS TO WATER:

Modimolle has approximately 19,804 registered households. The registered household's water usage can be summarized as follows as per the Municipal Finance System, 2011:

- ☒ 5050hh are registered indigents with access to free basic services
- ☒ The farm dwellers water supply remains the responsibility of farm owners from the private owners

A total of 17 265 Households have access to water. 6266 households have piped water inside the dwelling, while households with no access to piped water is standing at 642. Water backlog, stands at 4,7% amounting to 930 households that need water connection.

TABLE 3.9: PROVISION OF WATER SERVICES					
Total No of HH	Piped Water Inside the Dwelling	Piped Water Inside Yard	Piped Water Outside Yard	No Access to Piped Water	Other
17 252	6 265	8 794	1 824	642	0
Source: Stats SA 2011					

3.3.2.1.1 Water Sources and Water Catchment Areas:

Approximately 78,7% of the Water sources in the area is supplied by Regional/Local water scheme operated by municipality or other water services provider (Magalies Water), while 13,3% is supplied via Boreholes. (See table 3.34 and Figure 3.10). MLM is supplied with surface water from the Donkerpoort Dam (Catchment area) and Pipeline from Klipdrift Purification Works (Magalies

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Water). Donkerpoort water purification plant supply water to a part of Modimolle Town & Phagameng, as a result, Magalies Water was appointed as service provider to supply the required amount to augment the latter.

The capacity of Modimolle reservoirs are currently at 24 mega litres, although there is a need for another 24 mega litres storage facilities to ensure sufficient water supply for current and future development. Actions have been identified to increase the capacity of the Donkerpoort Dam

- ☑ Plants have been upgraded to a capacity of 10ml/d but the constraint is the raw and the final water pipeline.
- ☑ The Municipality still to acquire generators for the dam to address emergency incidents (generator is used to run the plant in the instance where there is no electricity to supply reservoirs with water and to avoid the drying of the reservoirs).

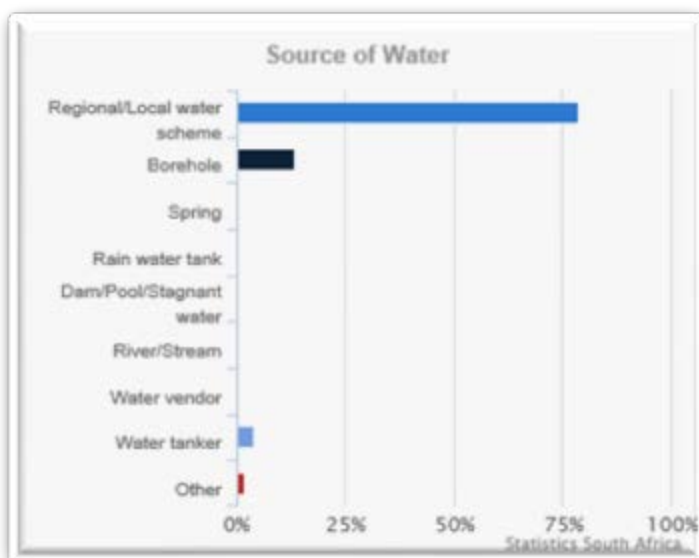
The reservoir, in Vaalwater is 3mega litres capacity. Sufficient water sources have been identified on private farms in Vaalwater, but the land prices are high and farmers change high amounts of money to use their boreholes

The other source of water is generated Boreholes. There are approximately 18 Boreholes in MLM area, which are indicated below. Some of these boreholes are working while others don't.

- ☑ Perdelaaagte borehole in Modimolle
- ☑ Modimolle 4 boreholes and all are working
- ☑ Mabaleng 5 boreholes and 2 are not working
- ☑ Mabatlane 8 boreholes and 2 are not working

Currently a water shortage exists in the Vaalwater area which solely depends on boreholes. In certain extensions (Part of Leseding Township Extension 1 and Extension 2) water carts are used (as reflection of the water shortage) to supply the community with water.

TABLE 3.10: MODIMOLLE SOURCE OF WATER	
SOURCE OF WATER	PERCENTAGE
Regional/Local water scheme (operated by municipality or other water services provider)	78,7%
Borehole	13,3%
Spring	0,3%
Rain water tank	0,2%
Dam/Pool/Stagnant water	0,8%
River/Stream	0,2%
Water vendor	0,4%
Water tanker	3,9%
Other	2,1%
Source: Stats SA 2011	



3.3.2.1.2 Water Service Providers

Magalies Water was appointed as service provider to supply the required amount to augment the water shortage. Magalies Water Board supplies directly certain areas in the jurisdiction of the Modimolle Local Municipality, via Pipeline from Klipdrift Purification Works (Magalies Water)

3.3.2.1.3 Existing Water Service Infrastructure

Water supply infrastructure

The greater part of the Modimolle area is supplied with surface water from the Donkerpoort Dam (Catchment area) and Pipeline from Klipdrift Purification Works (Magalies Water). Donkerpoort water purification plant supply water to a part of Modimolle Town & Phagameng, as a result, Magalies Water was appointed as service provider to supply the required amount to augment the latter. The Municipality has two reservoirs, namely:

- ☑ The capacity of Modimolle reservoirs are currently at 24 mega litres, although there is a need for another 24 mega litres storage facilities to ensure sufficient water supply for current and future development. Actions have been identified to increase the capacity of the Donkerpoort Dam.
- ☑ The reservoir, in Vaalwater is 3 mega litres capacity. Sufficient water sources have been identified on private farms in Vaalwater, but the land prices are high and farmers change high amounts of money to use their boreholes

Waste water infrastructure

Both bulk system and internal sewer system are the property of Modimolle Municipality as well as the sewer treatment works that are connected to them for purification.

Water Services Development Plan (WSDP)

Modimolle Local Municipality as a water services authority has a duty as per the Water Services Act 108 of 1997 to have a Water Services Development Plan (WSDP) adopted by its Council and thereafter have it submitted to the Minister of Department of Water Affairs (DWAF). Modimolle Local Municipality's adopted its WSDP. However the WSDP, still need to be reviewed as per DWA requirements is being developed to cover for the next 5 year cycle.

The WSDP is a plan to ensure efficient, affordable, economical and sustainable access to water and sanitation services for all. It deals with socio-economic, technical, financial, institutional and environmental issues, which pertain to water and sanitation services.

















































The plan addresses both the capital; operational and maintenance requirement for the next five years and will be implemented and managed by the Municipality as it is a mechanism for decision making for both councillors and officials.

3.3.2.1.4 Blue Drop Certification

The Department of Water Affairs initiated the drinking water quality regulation programme in 2005. The objective of the programme is to ensure that improvement of tap water quality by means of compliance monitoring of all Water Services Authority (WSA). In an attempt to implement public confidence due to many negative reporting on water quality triggered the initiation of the incentive based regulation programme termed the Blue Drop Certification which commenced on 11 September 2008.

WSA's that scored 90% and more received the Blue Drop Certification; regarded as managing drinking water quality with excellence and exceptional manner. Modimolle has good drinkable water, although it has been battling to attain the certification. Below is the status and scores of Modimolle attained. They however attained certification in the 2010/2011 Financial Year with 95, 1%. Table 3.36 below indicate the current Blue Drop scoring of the Municipality in various categories of compliance.

TABLE 3.11: MODIMOLLE MUNICIPALITY BLUE DROP CERTIFICATE STATUS		
FINANCIAL YEAR	BLUE DROP	GREEN DROP
2010/11	81,71%	38,1%
2011/12	70,10%	Result Pending
Source: MLM 2014		

TABLE 3. 12: MUNICIPALITY SUPPLY SYSTEM - COMPLIANCE SUMMARIES												
Supply System	Microbiological		Monitoring Compliance	Chemical		Monitoring Compliance	Physical & Organoleptic		Monitoring Compliance	Operational		Monitoring Compliance
	2014 Blue Drop Determinand List (Limits)			2014 Blue Drop Determinand List (Limits)			2014 Blue Drop Determinand List (Limits)			2014 Blue Drop Determinand List (Limits)		
	Mar 15	Annual		Mar 15	Annual		Mar 15	Annual		Mar 15	Annual	
Mabaleng Res(Borehole MM 006/2010)	0.0% 	>99.9% 	0.0% 	0.0% 	0.0% 	0.0% 	0.0% 	>99.9% 	0.0% 	0.0% 	75.0% 	0.0% 
Mabatlane Res (Borehole MM 007/2010)	0.0% 	>99.9% 	0.0% 	0.0% 	0.0% 	0.0% 	0.0% 	>99.9% 	0.0% 	0.0% 	22.2% 	0.0% 
Modimolle/Magalies Water Sys tem	0.0% 	50.0% 	0.0% 	0.0% 	0.0% 	0.0% 	0.0% 	50.0% 	0.0% 	0.0% 	28.6% 	0.0% 
Modimolle Local Municipality	0.0% 	75.0% 	0.0% 	0.0% 	0.0% 	0.0% 	0.0% 	83.3% 	0.0% 	0.0% 	35.0% 	0.0 
Source: Dept of Water and Sanitation, March 2015												

3.3.2.2 CHALLENGES PERTAINING TO PROVISION OF WATER

- ☒ Ageing Infrastructure.
- ☒ Lack of staff.
- ☒ Lack of funding for capital projects.
- ☒ Informal settlements uses pit latrine that poses health risk.
- ☒ Lack of tools, equipment, machinery and vehicles for operation and maintenance.

3.3.2.3 PROVISION OF FREE BASIC WATER AND SANITATION.

The municipality has developed an indigent policy and register, for households that qualify to be registered as the indigents must have income of R0 to R1 500 per month. The indigents will receive 75kw of electricity, 6kl water and free refuse removal, sewage and property rates. Indigents will be expected to pay for amounts in excess of the free basic services. The policy is currently benefitting 5 500 households. Although not all people have been captured, but all efforts are being made to ensure that people do register on the database

TABLE 3.13: PROVISION OF FREE BASIC SERVICES 2013/2014			
WATER (2013/2014)		SEWERAGE AND SANITATION (2013/2014)	
Beneficiaries	Financial Implications	Beneficiaries	Financial Implications
5 500	R255 189.00	5 500	R1 777 286.00

Source: MLM 2013/2014

3.3.3 SANITATION:

The Bill of Rights as enshrined in the Constitution of the Republic of South Africa guarantees that 'Everyone has inherent dignity and the right to have their dignity respected and protected'. The national Sanitation Policy of 1996 says that Sanitation is about:

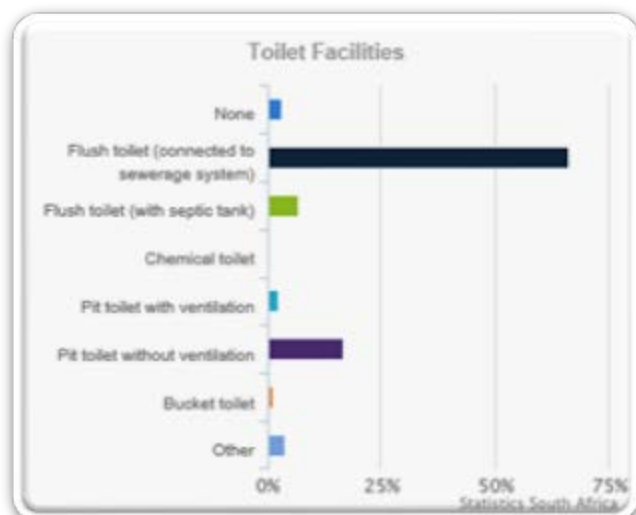
- ☑ **Environmental integrity:** The environment must be considered in all development activities. Appropriate protection of the environment must be applied, including if necessary prosecution under the law. Sanitation services which have unacceptable impacts on the environment cannot be considered to be adequate.
- ☑ **Sanitation is about health:** Sanitation is far more than the construction of toilets - it is a process of improvements which must be accompanied by promotional activities as well as health and hygiene education. The aim is to encourage and assist people to improve their health and quality of life.
- ☑ **Sanitation is a community:** Improvements in health through improved sanitation are most likely to be achieved when the majority
- ☑ **Responsibility** of households in a community is involved. Sanitation is therefore a community responsibility, and this must be emphasised through sanitation awareness programmes. The municipal approach to sanitation provision and planning has been influenced by the above key principles

3.3.3.1 ACCESS TO SANITATION

Approximately 66,1% of the of Modimolle Households have access to Flush toilets, whilst 16,6% of households use pit toilet without ventilations. According to COGTA, Basic Service Publication, (2009 Municipal Source), Modimolle Sanitation backlog stands at 11,5% which translate to 2 279 households.

TABLE 3.14: PROVISION OF SANITATION FACILITIES		
Toilet Facility	No. of HH	Percentage
None	527	3%
Flush toilet (connected to sewerage system)	11 583	66,1%
Flush toilet (with septic tank)	1 155	6,6%
Chemical toilet	37	0,2%
Pit toilet with ventilation	443	2,5%
Pit toilet without ventilation	2 907	16,6%
Bucket toilet	233	1,3%
Other	640	3,7%

Source: Stats SA 2011



3.3.3.1.1 Existing Sanitation Service Infrastructure

Sanitation infrastructure

Modimolle waste water treatment plant is currently running at its full capacity of 3ML/day treating an average of ± 4.5 ml/d. Phase 1 has been completed. Vaalwater area is currently using oxidation ponds, but the ponds are over flowing which poses an environmental challenge, especially in rainy seasons, due to the close proximity to the Mokolo River (± 60 m). Package plant has been installed to remedy the situation. Alma presently has no waste water treatment plant. A total number of 480 hh in Alma and 400hh in Vaalwater have a backlog respectively. The 0, 5 ml/d package plants have been installed to avoid the situation of contaminating the ground water.

Waste water infrastructure

Both bulk system and internal sewer system are the property of Modimolle Municipality as well as the sewer treatment works that are connected to them for purification.

3.3.3.1.2 Green Drop Certification

The Department of Water Affairs initiated the sanitation water quality regulation. The objective of the programme is to ensure that improvement of sanitation quality by means of compliance monitoring of all Water Services Authority (WSA). In an attempt to implement public confidence due to many negative reporting on water quality triggered the initiation of the incentive based regulation programme termed the Green Drop Certification. Modimolle received the following scoring in terms of Green Drop Certification, which is a concern.

3.3.3.2 CHALLENGES PERTAINING TO PROVISION OF WATER

- ☑ Ageing Infrastructure.
- ☑ Lack of staff.
- ☑ Lack of funding for capital projects.
- ☑ Informal settlements uses pit latrine that poses health risk.
- ☑ Lack of tools, equipment, machinery and vehicles for operation and maintenance.

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3.3.4 ENERGY AND ELECTRICITY

The Department of Minerals and Energy and Eskom plays a very important role in the provision, distribution and planning of electricity supply in the municipality. The Modimolle Municipality, in terms of the allocated powers and functions, has authority over electricity function.

Modimolle Municipal area is serviced by both the Municipality and Eskom. Modimolle Municipality, services the town and townships whereas Eskom services mainly farming community. Modimolle Municipality provides most of the internal reticulation. The municipality has intentions to upgrade the internal capacity however it is challenged with lack of funds. DBSA has been approach with application of a loan of ±R25m, whereas other option is to apply for a grant of ±R15m from Department of Energy which the municipality had already explored through submission of a Business Plan.

3.3.4.1 ACCESS TO ENERGY AND ELECTRICITY

The majority of households in Modimolle use electricity for cooking, heating and lighting. A significant number of households, mainly rural including informal settlements still use woods and paraffin has a sources of lighting, cooking and heating. According to COGTA, Basic Service Publication, 2011, Modimolle Energy backlog stands at 12,1% which translate to 2 381 households.

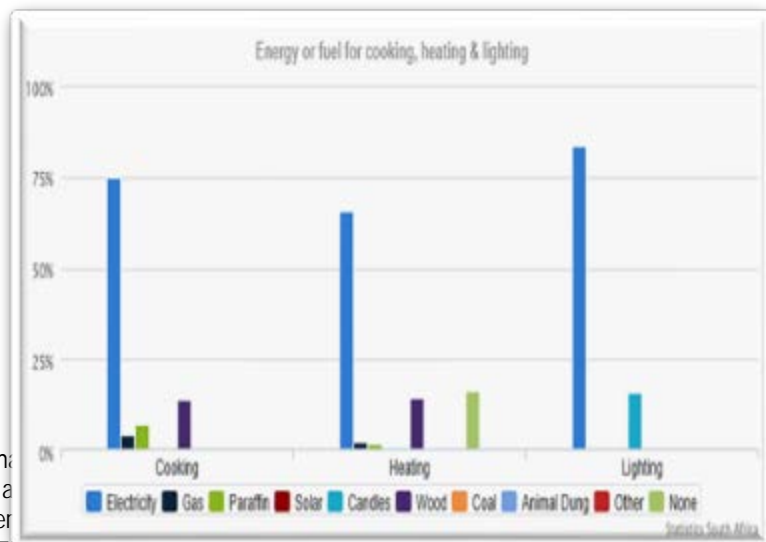
TABLE 3.16: ACCESS TO SOURCES OF ENERGY					
Energy Source	Cooking	Households	Heating	Lighting	Households
Electricity	74,5%	13 065	65,3%	83,3%	14 602
Gas	4%	698	2,1%	0,1%	15
Paraffin	7,2%	1 256	1,9%	0,5%	83
Solar	0,2%	31	0,3%	0,2%	39
Candles	0%	-	0%	15,7%	2 755
Wood	13,8%	2 419	14,2%	0%	-
Coal	0,1%	26	0,2%	0%	-
Animal Dung	0%	-	0%	0%	-
Other	0%	6	0%	0%	32
None	0,1%	-	16%	0,2%	-
Source: Stats SA 2011					

3.3.4.1.1 Existing Electricity Infrastructure

MLM has a total of 40MVA capacity to supply the community. Out of the 40MVA, Modimolle town has 20MVA of which its optimum utilisation is ± 18 MVA. The Vaalwater area has a transformer of 3MVA and currently using 2.8 MVA. There is a need for additional capacity in Vaalwater to enable further development

3.3.4.2 ACCESS TO ENERGY AND ELECTRICITY

The municipality strives to develop programme that seeks to promote principles of green energy and is encouraged to all energy consumers and suppliers through COP 17 South Africa 2011 resolutions. The municipality has developed a draft Strategy on Energy Efficiency. The project will be implemented at municipal level (distribution of products within Alma, Vaalwater and Modimolle-Phagameng areas).



3.3.4.3 CHALLENGES PERTAINING PROVISION OF ELECTRICITY

- ☒ Illegal Connection.
- ☒ Upgrading electricity supply to meet the demand and development of business operations.
- ☒ Limited number of vending stations.

3.3.4.4 PROVISION OF FREE ELECTRICITY:

The municipality has developed an indigent policy and register, for households that qualify to be registered as the indigents must have income of R0 to R1 500 per month. The indigents will receive 75kw of electricity, 6kl water and free refuse removal, sewage and property rates. Indigents will be expected to pay for amounts in excess of the free basic services. The policy is currently benefiting 2 224 households. Although not all people have been captured, but all efforts are being made to ensure that people do register on the database

TABLE 3.17: PROVISION OF FREE BASIC SERVICES 2013/2014

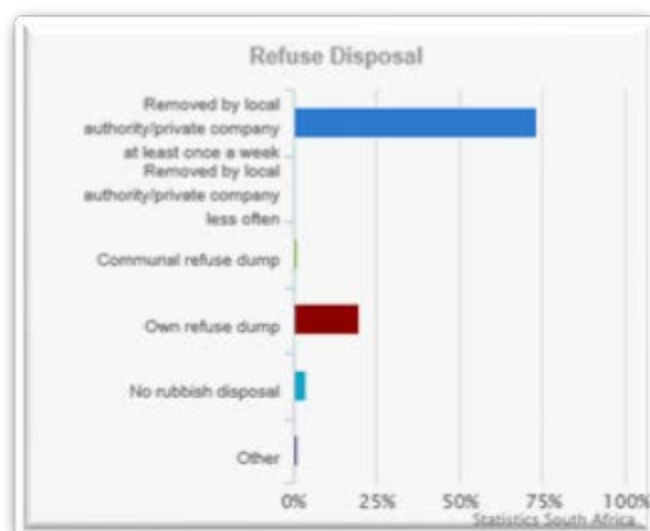
ELECTRICITY (2013/2014)	
Beneficiaries	Financial Implications
2 224	R1 206 892.00
Source: MLM 2014	

3.3.5 WASTE MANAGEMENT

The MLM is committed to providing an equitable, efficient, and effective integrated waste management service within its jurisdictional area, which is sustainable and is in accordance with the internationally accepted waste hierarchy principle. Through this, the municipality will ensure that waste is minimised, recycled, re-used and treated in accordance with national statutory requirements and policy, and that appropriate mechanisms and technologies are in place for the environmentally acceptable and cost-effective collection, transport and disposal of waste. The municipality gives their assurance that waste facilities operated or used by the municipality will be permitted and operated according to the DWAF Minimum Requirements and that they will constantly strive for the best standards in waste management.

The municipality developed a draft Integrated Waste Management Plan as required by NEMA: Waste Act and determined by its powers and function. The Municipality is allocated the function of solid waste management. The function involves determination of waste disposal strategy, regulation, establishment, operation and control of waste disposal sites or facilities, refuse removal, waste minimization through recycling, re-use and waste education and awareness. In implementing its function the Municipality has a role to ensure that waste management systems are in place and the systems should be in line with the hierarchy of waste management according to the national waste management strategy. The implementation of the function is dependent on the function that is allocated to the Municipality i.e. refuse removal. MLM currently renders the following waste removal services:

- ☒ Domestic waste removal
- ☒ Business/Industrial waste removal



- ☑ Street cleansing and litter picking service
- ☑ Waste Transfer
- ☑ Waste Treatment
- ☑ Landfill operation services

3.3.5.1 Waste collection: Refuse removal

Waste collection service is provided to 18 000 households including informal settlements. Farms and game lodges dump in their Private Properties. Farmers are required to acquire legal environment certificate that permits them to do dumping at a minimal scale in designated private areas.

Only 73,3% of the households in Lephalale Municipality have access to acceptable refuse removal service level, removed by local authority/private company at least once a week while 19,7% of Households remove their own dump. The Municipality is still faced with the challenge of illegal waste dumping especially in informal settlement areas. The current backlog stands at 44,8% of households that are below Basic Level of Service, translating to 7 084 households.

TABLE 3.18: REFUSE REMOVAL		
REFUSE DISPOSAL	NO.: HH	%
Removed by local authority/private company at least once a week	12 842	73,3%
Removed by local authority/private company less often	138	0,8%
Communal refuse dump	194	1,1%
Own refuse dump	3453	19,7%
No rubbish disposal	650	3,7%
Other	248	1,4%
<i>Source: Stats SA 2011</i>		

3.3.5.2 Waste Disposal.

There are two landfill sites which are licensed in the Municipal area. One in Vaalwater and the other in Modimolle/Phagameng, with a total capacity of 320 000m³ and the total general waste collected is 840 000 m³. Currently there is a need to relocate the Modimolle Town Land Fill Site as it is at close proximity to the newly developed extension 10 townships. The legal status of both the land fill sites in Vaalwater and the Modimolle town is being compromised.

The Vaalwater land fill site is compromised by the encroachment of Leseding Extension 2 and new Extension 3 development and Modimolle is compromised by the new Extension 10 development. The landfill site in Vaalwater is being rehabilitated with the assistance of WDM. The District is currently considering the establishment of a district wide landfill site. The municipality has identified a new Landfill site in Modimolle and the process of establishment of the site is underway.

Compaction and covering is done regularly to prevent nuisance, pollution and to keep the environment clean. Land rehabilitation is also being done.

3.3.5.3 Cleansing Services

The Municipality render cleaning services as well. The cleansing function entails the cleaning of streets, open spaces and illegal dumping, the conditions of the streets is deteriorating.

3.3.5.4 Waste Storage

Households do have access to litter bins, provided by the municipality including skip bins at strategic locations

3.3.5.5 Waste Transportation

Waste transportation is the major challenge within the collection and transportation of waste, to improve the availability of vehicles the following needs to be undertaken:

- ☑ Improved maintenance
- ☑ Acquire mechanics for waste vehicles
- ☑ Replacement heavy waste management vehicles every five years
- ☑ Appropriately choose and utilize vehicles
- ☑ Train drivers
- ☑ Manage and control Fleet.

3.3.5.6 Waste Transfer

There are no waste transfers within the Municipality, however the Municipality is devising plans to provide such in strategic areas, as transfer of waste helps improve the turnaround time for the disposal of waste, waste minimisation and the separation of waste into re-usable components.

3.3.5.7 Waste Education.

The municipality has no formal waste education programme. The Municipality collaborate with sector department and NGO's from time to time to run environmental awareness campaigns, e.g. at Mabatlane, Alma and Modimolle on the 01 May 2013.

3.3.5.8 Challenges with regards to Refuse disposal and Waste Management

- ☒ Limited financial resources to establish new dumping sites.
- ☒ Refuse removal service is not up to the required standards due to lack of resources.
- ☒ Illegal dumping areas both in urban and rural settlements.
- ☒ Increased residential development in urban areas often without concurrent increase in resources.

3.3.6 ROADS AND TRANSPORTATION INFRASTRUCTURE

The dominant development potential is strengthened or weakened by its accessibility and links with the broader development environment. Access and functional linkages described by:

- ☒ Road and rail links.
- ☒ The mode of transport utilised by households.
- ☒ The accessibility of regional service centers.
- ☒ The functional service area of the urban core

3.3.6.1 ROADS AND STORM WATER:

3.3.6.1.1 Municipal Roads and Storm Water Infrastructure

The municipality has powers and functions on internal roads in Phagameng, Mabatlane, Modimolle and Alma. Modimolle is accessible to the N1, that links Gauteng Province and Limpopo Province and the R33 is a freight corridor that connects the east and the west. It is used mostly by trucks passing through Modimolle to Lephalale Local Municipality. The road is very narrow and many accidents have occurred due to the amount of trucks.

There is a plan to commission a feasibility study on the bypass road to Mookgopong/ Lephalale. The R101 road is a link that connects the south to the east and trucks are restricted to use this road. A fine of R10 000 is being stipulated for non-compliance. Trucks driving from Bela-Bela to Modimolle use the Eersbewoon road that intersects with R33; it passes through Modimolle town and then proceeds to Mookgophong or Polokwane using the R101. The two roads that link Modimolle town and Mabaleng are gravel roads, which pose a challenge on our public transport system.

The road network within the municipal area consists of gravel, concrete blocks and surfaced roads. The existing municipality road network comprises of a total of 186,4km. It is of particular importance that the bulk of the surfaced road network is still in a relatively good to fair condition ($\pm 85\%$) and subsequently, with appropriate and timely intervention, the integrity of the majority of the existing surface road network can be preserved. In terms of storm water drainage there are four parts of Modimolle town which were developed without sufficient infrastructure for storm water drainage and this prone these areas to the excessive water surface run-off or even flooding during the heavy rains. The areas at Phagameng Township are Extension 7 and Extension 8 & 9. The municipality should also ensure that the future settlements are well provided with sufficient storm water infrastructure at the early stages to avoid future backlogs occurrence.

3.3.6.1.2 Road and Rail links

The whole area is well covered by roads. The road network includes links to both the N1 in the south and the R33/R517 running from Marble Hall via Modimolle and Mabatlane to Lephalale. The rest of the MLM area is serviced by gravel roads that link farms to the major routes. MLM has a total road distance of 2 753km of which only 15% or 403km are surfaced. However, most of the roads in the Modimolle town are surfaced but are not necessarily in good conditions. The condition of unpaved roads in the district ranges from good to very bad.

The railway line connecting the south to the north is currently active and is being utilized for both passengers and freight goods. The railway link from Modimolle to Vaalwater (Mabatlane) is currently closed and was previously used to transport agricultural products. The municipality is not a transport authority. Currently MLM do not have a bus transport network. The existing transport network is adequate at this time, although it should be noted that the network must be re-evaluated regarding proposed development.

3.3.6.1.3 State of Municipal Roads (Roads Conditions)

The municipality is responsible for 1207 212Kms of roads. About 43% of these Roads are surfaced while gravel roads constitute 50% (See table 3.44 below).

TABLE 3.19: STATE OF MODIMOLLE MUNICIPAL ROADS/ROAD CONDITIONS				
Settlement	Surfaced Road	Gravel Road	Concrete Block Road	Total RoadsLength (m)
Modimolle	69,014.00	11, 003.00	3, 020.00	83, 037.00
Phagameng	12,340.00	48, 823.90	5, 330.00	66, 493.90
Mabatlane	9,750.00	41, 362.80	2, 510.00	53, 622.80
Mabaleng	00.00	4, 094.90	0.80	4, 095.70
Total	91,104.00	105, 284.60	10, 860.80	207, 212.60
Source: MLM 2014				

Modimolle is endowed with has an extensive road infrastructure (National and Provincial routes) that connects the towns and major centers with the other provincial and national spatial systems. This connection focuses on the movement of people goods and services and is vital for inter-regional integration, development and contact. See table 3.45 below.

TABLE 3.20: ECONOMIC ROUTES IN MODIMOLLE LOCAL MUNICIPALITY		
ROUTES	DESCRIPTION	ECONOMY RELATED ISSUES
N1	Classified as a freeway, including the Kranskop & Zebediela toll gate.	Gateway to Limpopo Province and the rest of Africa and access to Gauteng Province.
P1/3	Classified as a main route, alternative route to the North.	Access route for tourists in the Warmbaths-Modimolle area.
P55/1	Classified as an arterial route and situated in the Modimolle & Mookgophong Municipalities.	Access route to Modimolle and the rest of Waterberg District Municipality.
P1/5	Links the Modimolle road with the N1 o the northern side and is mainly situated in Modimolle	Links Modimolle as well as large part of WDM with the N1 on the northern side.
P1/25	Classified as a national route and situated on the southwestern side of Mokopane.	Gateway to the north and situated between Naboomspruit and Mokopane.
Source: MLM Road Master Plan		

3.3.6.1.4 Backlog on Roads and Stormwater

- ☑ Storm water in Phomolong section to Ext 7 is running in an uncontrolled manner
- ☑ Lack of funds to develop Road Infrastructure Strategy
- ☑ Damming of water flooding
- ☑ Aging infrastructure of roads, the road are over their life span. These roads are mainly in town (Needs rehabilitation).
- ☑ Too many potholes because of aged roads.
- ☑ New storm water pipes must be installed in town and Phagameng to reduce flooding.
- ☑ Municipality must fund internal roads in town since the MIG does not fund internal street in town.

3.3.6.1.5 Road Master Plan and Maintenance Plan

The Road Master Plan and Maintenance Plan provide the municipality with status quo of the existing road network in municipal area of jurisdiction, assess the current conditions of the existing road network, determine and prepare appropriate maintenance, repairs and upgrading actions. The plans assist during the process of preparing costs estimation for budget planning purposes and establish a system of prioritization of maintenance and upgrading needs.

3.3.6.2. PUBLIC TRANSPORT

The spatial pattern in terms of the modes of transport used by people mirrors the patterns described for most of the other variables assessed. Private transport is limited to the higher income areas of the urban core. Overall bus services are not significant but taxi to play a role in Modimolle, Phagameng and Phomolong area. The MLM has four taxi ranks, one in Vaalwater (Mabatlane), two in Modimolle town and one in Phagameng. The distance from Phagameng to Modimolle CBD is about 3.5km by which some people prefer to walk to town.

There is currently no taxi rank in Alma (Mabaleng) and most people are transported by private car owners. Public transport to Alma from Modimolle town is currently being challenged by the District road condition. The two access roads to Alma are district roads and currently gravel roads. The municipality has different mode of transport and it is as follows: Taxi, Private Cars, Donkey Carts, and Bicycles & Walking.

3.3.6.2.1 Traffic patterns in Modimolle

For practical purposes and based on the visual assessment of the soil conditions of the site, it is recommended that block paving must be considered for the upgrading of all gravel roads to surfaced standards. This is deemed to be the most cost-effective technical solution for various reasons, refer to (Modimolle Road Master Plan)

3.3.6.2.2. Modes of transport or taxi facilities

Taxis dominate the public transport operations in the Municipality. Bus Transport is limited in the area. According to the WDM Integrated Transport Plan, 2011, there are 4 formal Minibus Taxi Facilities, located at Engen Garage, Mabatlane, Modimolle Town and Phagameng.

3.3.6.2.3 Mode of Routes

TABLE 3.21: MODE OF ROUTES	
WDM LOCAL MUNICIPALITIES	NUMBER OF ROUTES
Modimolle	8
Mookgophong	2
Mogalakwena	64
Lephalale	12
Thabazimbi	41
Bela-Bela	13
Total Number for WDM	140
Source: WDM Integrated Transport Plan 2011	

3.3.6.2.4 Transport challenges and Public transport

- ☑ Lack of formalization of the taxi industry.
- ☑ Lack of public transport facilities.
- ☑ Poor access road.
- ☑ Recapitalization of un-roadworthy taxis.
- ☑ Cost of public transport services.

3.3.7 SOCIAL ANALYSIS.

3.3.7.1 INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENTS ANALYSIS:

The right to adequate housing is enriched in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the states must take reasonable legislative and other measures within its available resources to achieve the progressive realization of the right. Housing is the competency of National government. All housing challenges and programmes are governed by the Housing Act 1997 (Act No.107 of 1997). The Housing Act is the supreme housing law in the country, repealing all other housing legislation that come before it. The National Housing Code is developed in line with the housing act. According to the code for the municipality to take part in the national housing programmes, it must be firstly be accredited.

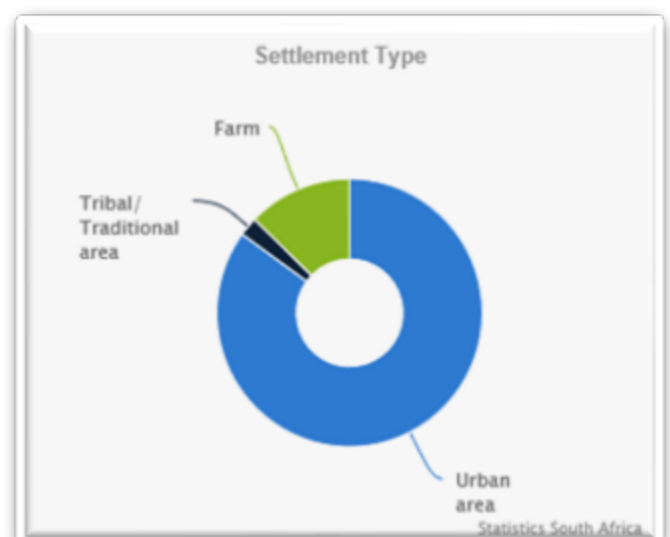
The municipality is characterized by townships, farms and informal settlements. The unemployment rate increased rapidly during the focus shift due to the increase in evicted farm workers. The increasing housing backlog in the municipality is a huge challenge. The current housing backlog is approximately 5,300 units. Most of the housing structures are mainly built out of brick and cement and informal settlements are 100% tin houses. The municipality has developed a Housing Chapter which has to provide guide to the above mentioned situation.

3.3.7.2.1 Housing Profile

Distribution of Settlement Type

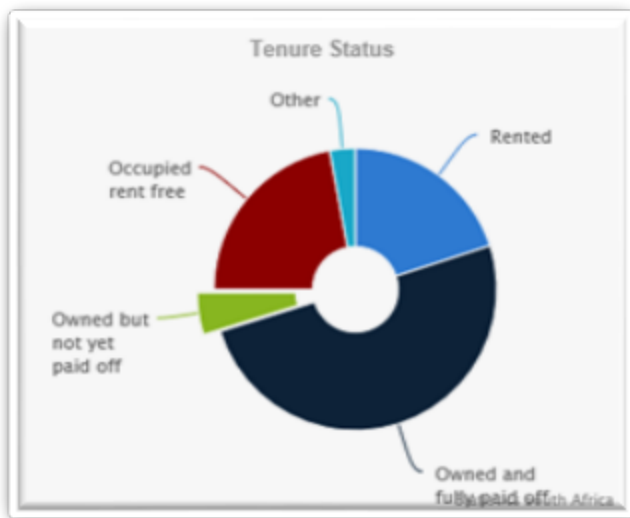
The municipality is characterized by townships, farms and informal settlements. Settlements in Modimolle are dispersed and distributed across the municipal area. Approximately 85% of the households are residing in the urban area, while 12,7% live in Farms areas. Although the area is strongly agricultural based this high percentage of urbanization is a reflection of the ability of the agricultural sector to create job opportunities. See table 3.8 and Figure 3.1

TABLE 3.22: SETTLEMENT TYPE	
	Percentage
Urban	85%
Tribal/Traditional	2,3%
Farm	12,7%
Source: Stats SA 2011	



Distribution of Dwelling Types

- ☑ **Dwelling Types:** The extent of informal houses is compounded by the extent of backyard dwellers in certain areas. The existence of backyard dwelling in areas without migrant labour is usually an indication of a strong demand for housing in the lower income groups.
- ☑ **Period of Residence:** The population in the municipal areas is generally very stable. Growth (shorter period of residence) occurred in very specific places. There is clear pressure in Phomolong and in Mabatlane. The extent to which RDP houses were built might be in itself a stimulus for urbanization and hence the demand for housing.
- ☑ **Tenure and Ownership:** Tenure and ownership is very difficult to assess. The Modimolle urban core shows high levels of ownership with free occupation associated with the Phomolong area and the farming communities. Indications are that there is a demand for rental housing albeit not in the lower income areas.



See Figure 3.2

TABLE 3.23: NUMBER OF HOUSEHOLDS BY TYPE OF DWELLING	
TYPE OF INFRASTRUCTURE	NUMBER OF HOUSEHOLDS
House or brick structure on a separate stand or yard	14 384
Traditional dwelling/hut/structure made of traditional materials	82
Flat or apartment in block of flats	201
Town/cluster/semi-detached house (simplex: duplex: triplex)	44
Townhouse (semi-detached house in a complex)	106
Semi-detached house	27
House/flat/room in back yard	222
Informal dwelling/shack in back yard	494
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	1 484
Room/flat let not in back yard but on a shared property	344
Caravan or tent	51
Other	86
Grand Total	17 525
Most houses are formal structures with basic services. Informal settlements in Modimolle have been formalised and receive basic services. The growth of informal settlements is increasing housing demand, which has direct impact on provision of basic services.	
Source: Stats SA 2011	

3.3.7.2.2 Backlog in the provision of Housing

Modimolle Municipality is neither a housing authority nor provider. Currently housing provision is done by the Department of Local government and Housing and the Municipality only assist in the coordination of the provision. The current rural housing backlog within the Municipality stands at 5300 as outlined on table 3.10 below. The Municipality with the assistance of CoGHSTA has developed a draft housing chapter which will be catalyst to housing development within the Municipality. The demand for housing is standing at 11615.

TABLE 3.24: MODIMOLLE HOUSING BACKLOG	
AREA	TOTAL BACKLOG
Modimolle Town area	2 900
Vaalwater	1 600
Alma	800
TOTAL: MODIMOLLE LM	5300
Source: MLM 2014	

TABLE 3.25: MODIMOLLE HOUSING DEMAND								
Rural Units	Projected Linked	BNG/IRDP	Individual	Social	Backyard Rental	CRU	Gap Market	TOTAL
4 818	5 997	None	None	None	800	None	0	11 615
Source: MLM Housing Chapter 2010								

3.3.7.2.3 Challenges pertaining to Housing provision

The following land and housing issues were identified:

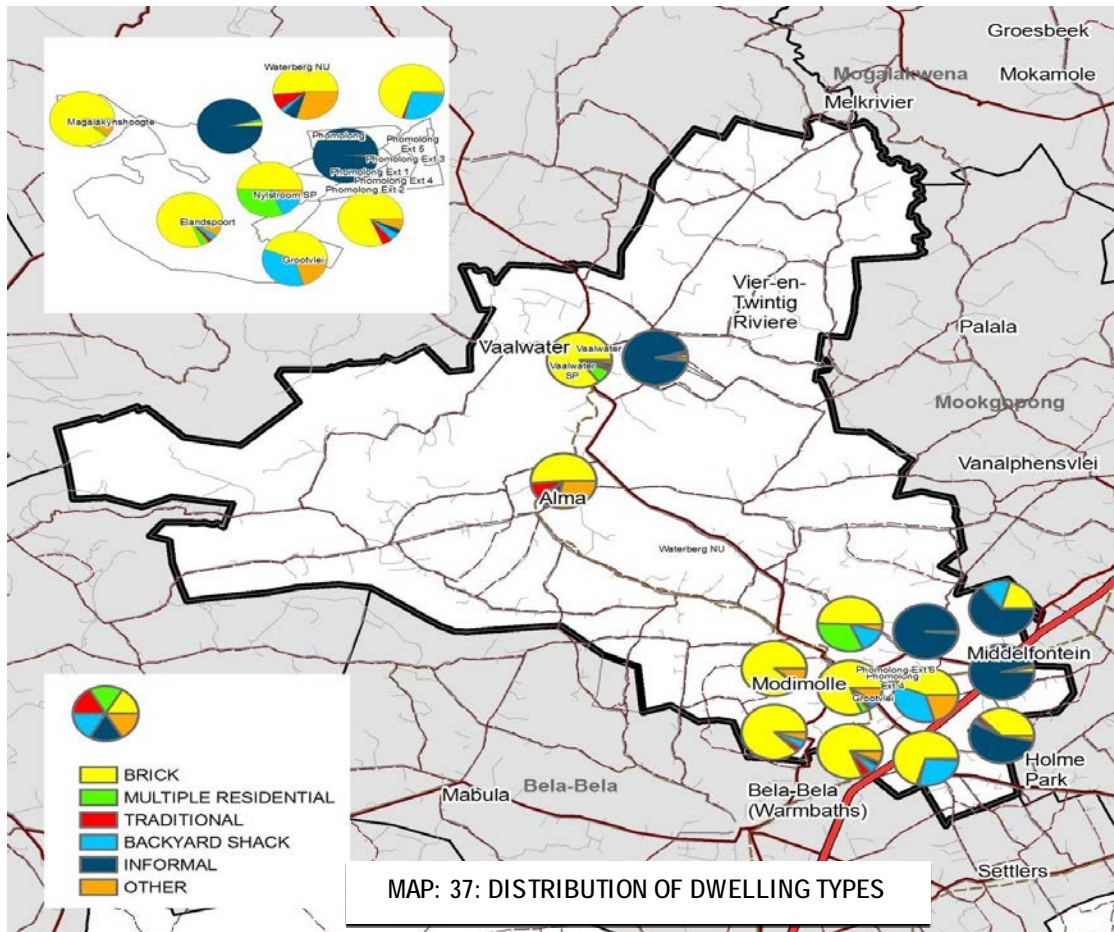
- ☑ Lack of well located, developable land for housing (most of the land which is well located and well suited is privately owned and insufficient for housing subsidies).
- ☑ Under staffed town planning unit.
- ☑ Lengthy procedure in dissemination between Limpopo Provincial Government and Local authorities regarding housing matters.

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

- ☑ Lack of housing integrated planning and development (housing will be constructed without road infrastructure and connection plans to the main bulk sewer line).
- ☑ The municipal sewer treatment plant is operating above its capacity and threatening new developments.
- ☑ Renting and selling out of RDP Houses at early years by beneficiaries.
- ☑ Illegal occupation of RDP houses.
- ☑ Lack of proper policy in controlling influx of informal dwellers/settlements.
- ☑ Limited budget on implementation of housing programme.
- ☑ Lengthy procedure in information discrimination between Cogesta and municipality.

3.3.7.3 HEALTH AND SOCIAL DEVELOPMENT:

Access to social facilities plays an important role in local development. Issues with social facilities highlighted in the local IDP's emphasize needs around education, health and safety facilities. It is not possible to determine the nature of the needs for schools, clinic, etc .



3.3.7.3. 1 Health Facilities

Modimolle has one hospital and 4 Clinics (see table below). There is also a systems of mobile clinics (about 4) to all the villages of the Municipality. More than 63% of the population is within 60 minutes from health facilities (See table 3.12 and 3.13 below). The Municipality does not have home based carers and drop in centres, which are critical to health and Welfare service of the Communities.

TABLE 3.26: NUMBER OF HEALTH FACILITIES WITHIN THE MUNICIPALITY				
Municipality	Hospitals	Clinics	Mobile Clinics	Community Health Centre
Modimolle Municipality	2 (1 Specialized)	4	4	0

Source: Dept of Health 2014

TABLE 3.27: DISTANCE TO HEALTH FACILITIES		
	POP.	%
2,5 km (15 Minutes)	40465	58.8 %
5 km (30 Minutes)	2964	4.3%
7.5 km (45 Minutes)	2537	3.7%
10 km (1 Hour)	1787	2.6%
12.5 km (1 Hr 15 Min)	2438	3.5%
15 km (1 Hr 30 Min)	2511	3.6%

Source: Modimolle SDF

3.3.7.3.2 Shortage/Backlog of Health Facilities

The current facilities do not meet the community needs. Therefore new or upgrading of the current facilities is required, including appropriate resource to run the facilities.

TABLE 3.28: SHORTAGE/BACKLOG OF HEALTH FACILITIES		
CLINICS	CHALLENGES	REMEDY/INTERVENTION
Vaalwater Clinic	<ul style="list-style-type: none"> ☑ The clinic didn't meet the need of the community ☑ The community is large and need more specialized staff e.g. Medical Practitioner full time in the clinic ☑ The EMS can't manage the demand from the clinic (specially with transporting Ante natal client in labor ☑ Transport of clients to Hospital is a constrain ☑ Accommodation of staff is a problem 	<ul style="list-style-type: none"> ☑ Need for a Health Centre were identified ☑ Appointment of Permanent Medical Practitioner ☑ Need for more Ambulances were identified ☑ Availability of transport to hospital (Affordable Taxis)
Alma Clinic	<ul style="list-style-type: none"> ☑ The clinic is away from the community- its only a house and doesn't comply to the standard of a clinic ☑ Transport of clients to Hospital is a constrain ☑ Accommodation of staff is a problem 	<ul style="list-style-type: none"> ☑ Upgrading of the clinic is needed ☑ Building of a new clinic ☑ Availability of transport to hospital (Affordable Taxis) ☑ Nurses home is needed to accommodate staff
Modimolle Town Clinic	<ul style="list-style-type: none"> ☑ The clinic doesn't meet the need of the community 	<ul style="list-style-type: none"> ☑ A bigger clinic nearer to Phagameng is needed ☑ The current clinic will still be needed to cover the town area
Phagameng Clinic	<ul style="list-style-type: none"> ☑ The clinic doesn't meet the need of the community ☑ Accommodation of staff is a problem 	<ul style="list-style-type: none"> ☑ New clinic in Extension 9 ☑ Mobile clinic in Extension 10 ☑ Nurses home is needed to accommodate staff
General	<ul style="list-style-type: none"> ☑ All clinics have a shortage of staff ☑ All clinics are in need of computers, photocopy and fax machines 	<ul style="list-style-type: none"> ☑ The staff establishment has to be reviewed to accommodate more staff ☑ Request for donations of computers, photocopies and fax machines
Source: Department of Health and Social Development 2014		

3.3.7.3.3 State of HIV/AIDS Preference

Growth has been accompanied by greater visibility of the epidemic, especially owing to increasing number of HIV and AIDS related deaths. According to the Department of Health (2014, Modimolle HIV prevalent is standing at 25%. Despite the scale of the epidemic, there is relatively limited data on the impact at personal, community, business or provincial level. One of the reasons is the enormous stigma that is still attached to HIV infection. The contributory factors for high prevalence of HIV and AIDS and related diseases amongst others are:

- ☑ Poverty, gender inequality and child headed households
- ☑ Low literacy rate
- ☑ Alcohol and substance abuse
- ☑ Rapid urbanisation and cultural modernisation
- ☑ Sexually Transmitted Infections.

Although the epidemic affects all sectors of society, poor households carry the greatest burden and have least resources available to cope with the impact of the disease. There are a number of non-governmental organisations focusing on HIV and AIDS education, awareness and prevention programmes and home based care service that is funded by the Department of Health and the Department of Social Development.

In order to mitigate the current and future impact of HIV and AIDS in the workplace the municipality adopted a resolution on establishment of Employee Wellness Programme. The municipality has in place the following programmes:

- ☑ Workplace policy to avoid discrimination in the workplace, create and permit stable and productive working climate
- ☑ Education programmes that aims to promote and cultivate a culture of acceptance and support
- ☑ Wellness Programme conducted quarterly to encourage HIV, Counselling and Testing, and preventive screening for chronic conditions
- ☑ Peer Educators that facilitate discussions in the workplace around HIV and AIDS, to enhance the understanding of the impact of the disease
- ☑ Support Groups for the health and wellbeing of infected and affected employees.
- ☑ To build partnership for inter-departmental collaboration with other stakeholders, business, government and non-governmental department
- ☑ To conduct awareness campaigns within the municipality and about HIV and AIDS related issues
- ☑ To render effective and efficient services to HIV and AIDS infected and affected employees.

3.3.7.3.4 HIV/AIDS Challenges:

- ☑ Lack of funds to implement programmes.
- ☑ HIV/AIDS Council launched but not functional.
- ☑ Shortage of AIDS counselors.
- ☑ Child headed families.
- ☑ Impact of HIV/AIDS on the working force. No hospice as more people are infected and affected, hospitals cannot carry the burden.

3.3.7.4 SAFETY AND SECURITY:

3.3.7.4.1 Safety and Security Facilities

It has been noted that the crime rate in MLM is high although the municipality has only four (4) police stations (Modimolle, Rankinpass, Dorset and Vaalwater). This is conducive for economic growth, especially in the tourism and retail industry. However, the Alma (Mabaleng settlement is situated at ±15km away from the Rankin pass and ±30km from Vaalwater Police Stations). This further challenges social and security cluster communities for proper planning. The Phagameng area has been provided with a satellite Police station; otherwise Phagameng was at a radius of ±3.5 KM. More than 79% of the population is within a 30 minute drive from a police station. The most inaccessible areas coincide with the areas with high conservation potential and this also the most sparsely populated areas.

TABLE 3.29: SAFETY AND SECURITY FACILITIES				
AREA	POLICE STATION	SATELLITE STATION	MAGISTRATE COURT	CORRECTIONAL SERVICES
Modimolle	1	0	1	1
Vaalwater	1	0	0	0
Rankinpass	1	0	0	0
Dorset	1	0	0	0
TOTAL	4	1	1	1
Source: Modimolle Local Municipality, 2014				

3.3.7.4.2 Crime Categories and Statistics

Table 3.16 below indicates the top six priority crimes provided by Police Stations which are prevent in Modimolle. Crime and criminals have become a national security issue. The existing government law enforcement agencies find themselves in a situation where they have to position and reposition their strategies to contain the scourge of crime, which causes the communities to often knock on the doors of the government for unapproved service delivery. High levels of crime pose a threat to economic development and undermine investor confidence

TABLE 3.30: CRIME CATEGORY FOR MODIMOLLE MUNICIPALITY SURROUNDINGS POLICE STATIONS 2013/2014	
CRIME CATEGORY	MODIMOLLE CLUSTER
CONTACT	All up except Murder, Assault common
CONTACT RELATED	Arson ,Malicious Damage gone up
PROPERTY	Burglary ,Theft out of motor vehicles, Stock theft gone up
CRIME DEPENDENT ON POLICE	Drug related gone up
OTHER SERIOUS	All thefts not categorized Gone up
OTHER RELATED WITH ROBBERY	Car and Truck Jacking's
Source: Dept of Safety, Security and Liaison Limpopo 2014	

3.3.7.4.3 Shortage/Backlog of Safety and Security Facilities:

- ☑ Monitoring of proper utilization of licenses and permits issued to liquor sellers.
- ☑ Illegal operation of unlicensed sheebens and taverns.
- ☑ Access to certain crime scenes due to bad conditions of roads and lights.
- ☑ Domestic violence (women and child abuse).
- ☑ Crime awareness and substance abuse.
- ☑ Urgent municipal by-laws.

3.3.7.5 EDUCATION

Education is often a way to expand the range of career options that a person may choose from and has a direct influence on a person's income and ability to meet basic needs and therefore it is an important indicator of human development. Education plays a pivotal role on community development. It provides a set of basic skills for development, creativity and innovative abilities within individuals.

The South African provides that everyone has a right to education, which includes Adult Basic Education. A large proportion of the population, about 45,1% in Modimolle has some primary education, while those who completed secondary school accounts to 9,3%. On the other end of the scale, the proportion of the adult population with tertiary education remains limited with only 0,9% of the population in the municipality in possession of a certificate or diploma, and degrees.

TABLE 3.31: MODIMOLLE LEVEL OF EDUCATION	
Level of Education	Percentage
No Schooling	4,9%
Some Primary	45,1%
Completed Primary	7,7%
Some Secondary	31,1%
Completed Secondary	9,3%
Higher Education	0,9%
Not Applicable	1%

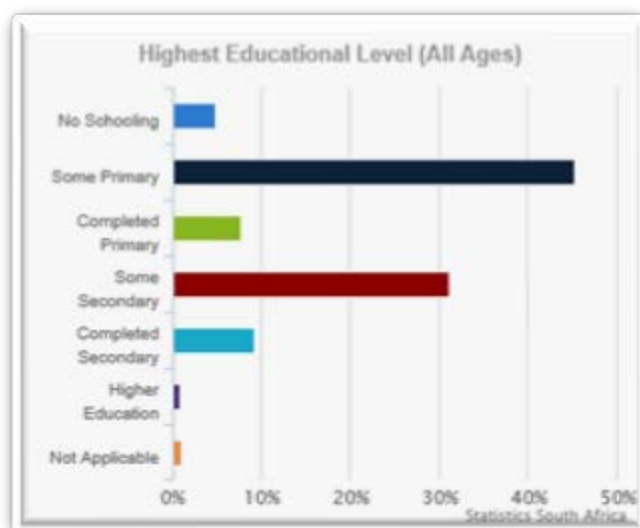
It would be worthwhile to ensure that literacy lessons in the language of instruction are conducted to ensure high levels of comprehension of the reading material in the subjects that are offered by the educational programme. Furthermore, a population that is skilled does not necessarily aspire to employment but to entrepreneurship, which will add businesses to the area, increase economic activity and consequently increase the number of jobs available.

3.3.7.5.1 Number of Schools and Categories

Modimolle Municipality is well endowed with Educational facilities. The Municipality is served by 2 Education Circuits. Currently within the municipality there are Primary Schools, Secondary Schools, Special Schools, ABET Centres, Pre School and Independent Schools. There are no tertiary institutions except private initiatives that offer computer skills, security training etc. Table 3.18 below indicates the distribution of education levels within the Municipality.

TABLE 3.32: NUMBER OF SCHOOLS AND CATEGORIES						
CIRCUIT OFFICE	PRIMARY SCHOOL	SECONDARY SCHOOL	INDEPENDENT	SPECIAL SCHOOL	EARLY CHILDREN	ABET
Mabatlane	11	6	1	2	5	3
Modimolle	14	4	1	2	10	4
TOTAL	25	10	2	4	15	7

Source: Dept of Education 2014



3.3.7.5.2 Matric Pass Rate:

In 2014 the district presented 6 485 learners who wrote Grade 12 exam, 4 573 have passed which translate to 70,5%

3.3.7.5.3 Backlog/Shortage of Schools and Classroom in the Municipality

The Municipality is in need of five additional schools, mainly primary and secondary, due to the increase in learner's. See table 3.20 below.

TABLE 3.34: BACKLOG AND SHORTAGE OF SCHOOLS AND CLASSROOM IN THE MUNICIPALIT		
	PRIMARY SCHOOL REQUIRED	SECONDARY SCHOOL REQUIRED
Vaalwater/Matlabane	2	1
Nylstroom	1	1
TOTAL	3	2
Source: Dept of Education 2014		

3.3.7.5.4 Development Challenges regarding Education:

- ☑ Demarcation of circuit not in line with municipal boundaries.
- ☑ Provision of water, sanitation and electricity to needy schools.
- ☑ Partnership between locals, private sector and FET's on skills development
- ☑ Overcrowding in classrooms.
- ☑ Increase d teenage pregnancy.
- ☑ Unreliable underground water which makes boreholes to dry up
- ☑ Some schools are dilapidated and needs new classrooms
- ☑ There are no laboratories and libraries in schools
- ☑ Some schools do not have proper sanitation
- ☑ Literacy campaigns and ABET Centres to reduce the level of people that have never gone to school as indicated above.
- ☑ Lack of tertiary institutions within the Municipality makes percentage of people with post Matric qualification very low.

3.3.7.6 SPORTS, ART AND CULTURE:

Community facilities have responsibilities to contribute to the upliftment of the communities through sports and recreation, green open spaces and healthy life style. It supports the Local Government Turn-around strategy that states that each ward must have a sports facility by 2014.

Most of the community facilities including sports grounds are located in urban areas to the exclusion of the majority of rural areas. The community facilities existing in former townships and rural areas are of poor standard compared to those in Town. There is therefore a need not only to ensure accessibility to existing facilities but also to ensure that facilities exist in appreciation of the social circumstance/conditions of the communities they are targeted at. Modimolle Municipality has 5 Community Halls, 25 Sports Facilities and 20 Municipal Parks.

TABLE 3.35: MUNICIPAL HALLS AND PARKS	
MODIMOLLE MUNICIPALITY	NUMBER
Community Halls	5
Sports Facilities	25
Municipal Parks	20
Source: MLM 2014	

3.3.7.6.1 Challenges/backlogs to Recreational, Sports, Art and Culture

- ☑ Lack of Sports Programme.
- ☑ Outdated material at libraries.
- ☑ Lack of maintenance on some halls.
- ☑ Poor condition of sports facilities.
- ☑ Poor administration and accessibility of facilities.

3.3.7.6.2 The number of Libraries in the Municipality

Norms and standards are essential in providing guidance and direction to a sector undertaking its activities. They define the minimum levels of service expected and the materials, equipment, and resources required to achieve these service levels. However, in the case of South Africa's public library sector no national norms and standards have existed. So, to address this, certain provinces and municipalities developed their own norms, standards, by-laws and/or guidelines to regulate the provision of their library services. This resulted in variations in service levels, library structures, resourcing levels, practices, and procedures which impacted on the quality of library services across the country.

Some communities have received acceptable services, but many others have generally received sub-standard services. The establishment of public library standards has long been articulated by UNESCO's Public Library Manifesto (the Manifesto), which

states, in effect, that public libraries are local gateways to knowledge for all people who value freedom, prosperity, and development: *"The public library is the local centre of information, making all kinds of knowledge and information readily available to its users."* To realise the objective espoused by the Manifesto, national, provincial and local government have to support, and actively engage in, the development of public libraries. The International Federation of Library Associations and Institutions (IFLA), guided by UNESCO, provides assistance to countries, regions, local municipalities and other stakeholders in drawing up these standards, through the provision of guidelines. The current Manifesto's statement on public libraries consists of six sections:

- ☑ The role and purpose (Mission) of public libraries
- ☑ The legal and financial framework
- ☑ Meeting the needs of users through operations and management
- ☑ Collection development
- ☑ Human resources
- ☑ The management and marketing of libraries.

The following libraries exist in Modimolle.

TABLE 3.36: LIST OF LIBRARIES IN THE MUNICIPALITY		
AREA	TYPE OF FACILITY	PERSONNEL
Modimolle Town	Ruth First Memorial (Main Library)	5 Staff
Phagameng	Phagameng (Branch Library)	1 Staff (Served by Dept of Sports, Art and Culture)
Vaalwater	Mabatlane (Branch Library)	2 Staff
Waterberg District Office	Waterberg District	Unknown
Kokanje	Public Library	Unknown
Abraham Kriel Children's home	Public Book Deposit	Unknown

Source: MLM 2014

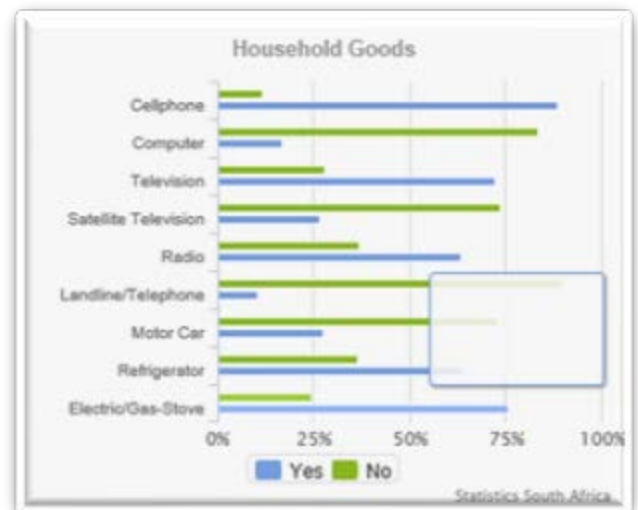
3.3.7.6.3 Backlogs/Challenges regarding Libraries

- ☑ Shortage of new books e.g. Afrikaans large print and academic books
- ☑ Shortage of air conditioners in all municipal libraries
- ☑ Lack of public access to internet
- ☑ Shortage of book shelves
- ☑ Challenges of using manual systems in the all libraries

3.3.7.7 TELECOMMUNICATION SERVICES:

A large section of the municipal area have access to formal telecommunications facilities, 88,4% use Cell phones, 10,3% use fixed lines. Telecommunications is well provided in big institutions such as hospitals, schools and government departments. Table 3.23 and Figure 3.4, illustrates household access to telecommunication facilities in Modimolle.

TABLE 3.37: ACCESS TO TELECOMMUNICATION		
ITEM	YES	NO
Cellphone	88,4%	11,6%
Computer	17%	83%
Television	72,1%	27,9%
Satellite Television	26,6%	73,4%
Radio	63%	37%
Landline / Telephone	10,3%	89,7%
Motor Car	27,3%	72,7%
Refrigerator	63,8%	36,2%
Electric / Gas-Stove	75,7%	24,3



3.3.7.1 Provision of Post Offices Services

The Modimolle Local Municipality has two post offices and four retail postal agencies. The current postal services are strategically well located and sufficient for the existing demand within the municipality. These facilities must receive regular maintenance to ensure that the facility stays in usable condition

TABLE 3.38: POST OFFICE AND AGENCIES		
AREA	TYPE OF FACILITY	GRADE OF FACILITY
Modimolle Town	Post office	Levels
Vaalwater/Mabatlane	Post office	Unbranded
Alma/Mabaleng	Retail Agency	Retail Postal agency : Type C
Rankin's Pass	Retail Agency	Retail Postal Agency: Type C
Kokanje	Retail Agency	Retail Postal Agency: Type B
Modimolle	Uti Couriers	Retail Postal Agency
Source: MLM, 2014		

3.3.7.8 CEMETERIES

There are 6 Cemeteries, Only two are operational, and two were closed due to high water table (Phagameng and Leseding). There is a need to identify new sites

3.4 KPA 3: ECONOMIC DEVELOPMENT ANALYSIS

Economic growth and development is an important part of every region within South Africa and local community's quality of life. It creates employment and an improvement in living standards for the people to ultimately become active participants in the economy. In order to foster and promote economic growth and development, municipalities develop local economic development strategies to systematically create measures for growth. It is therefore important that the improvement of service delivery and the reduction of poverty run hand in hand with local economic development initiatives.

Modimolle has an approved 2009 LED Strategy, provides a better understanding of the MLM economic features and development strategies that will lead to sustainable economic growth within the Municipal area. The result of the LED strategy is used to inform this sub-section on the economic situation of the MLM.

The strategy has indicates that Modimolle Local Municipality has a Tress Index of 51.7 %, which it is a clear indication that the economy is neither diversified nor concentrated. The economy is reliant on more than one sector and thus not vulnerable to external impacts. Agricultural Sector is the most comparative sector with a high local quotient. This implies that the sector is serving needs beyond the sector, exporting goods and services from this sector.

Economic growth has direct implications to formal employment levels. While informal or second economy employment, also plays an important role in providing access to household income. The second economy is characterized by high unemployment and lack of skills mainly among the youth, women and people with disabilities. We have 202 registered informal traders or hawkers. Most of them are selling vegetables, sunglasses, belts, hats, earrings and watches. Data is currently unavailable for the contribution of this sector or economy.

The municipality is currently in the process of formalizing this sector to a level where the formal and informal business can co-exist and support each other. The current Municipal By-Laws on Street Trading reviewed in 2009 and read with By-Laws approved in 2006 require a hawker to be 2 meters away from the pavement and shops. Our pavements in town are about 3 metres from the shop to the road; therefore do not allow hawkers to operate in town.

3.4.1 ECONOMIC PROFILE/SECTOR PRODUCTION STRUCTURE AND THEIR CONTRIBUTION TO THE LOCAL ECONOMY:

The economic profile provides an overview of the economic structure and performance of the Municipal area, starting off with a comparative overview of the contribution that each sector to the local economy. Table 3. 25 clearly illustrates that the Transport and Communication as well as Finance and Business Services Sectors makes the most significant contribution towards the GVA in Modimolle (23,3% and 21,3% respectively).

During Strategic Planning Session, it was realized that the Agricultural Sector Production or GDP contribution is declining and that the Tourism sector is growing. Though the tourism production contribution cannot be determined, but there has been a mass convention of farm land to game lodges and Safari Camps. The Vision of the municipality was mainly developed based on the latter findings.

TABLE 3.39: SECTORAL PRODUCTION STRUCTURE (1997-2007) OF MODIMOLLE AS % CONTRIBUTION			
SECTOR	1997	2002	2007
PRIMARY SECTORS			
Agriculture	5.6%	8.0%	6.5%
Mining	1.8%	1.6%	1.2%
SECONDARY SECTORS			
Manufacturing	5.8%	5.0%	4.5%
Utilities	1.9%	1.2%	1.1%
Construction	3.6%	3.4%	3.6%
TERTIARY SECTORS			
Trade Sector	16.2%	14.3%	13.5%
Transport and Communications	14.6%	22.2%	23.3%
Finance and Business Services	20.6%	18.3%	21.3%
Community Services	7.8%	7.0%	6.5%
Government Services	22.0%	19.0%	18.6%
TOTAL	100.0%	100.0%	100.0%

Source: LED Strategy 2009

3.4.1.1 Agricultural Sectors

Modimolle makes up 13% of the District area and contributes almost 7% to the district GGP. Of the economic activity around 18% results from agriculture. Its focuses primarily on agriculture and farming (citrus, grapes and cattle) as well as wildlife and tourism. The town is the commercial centre of the Waterberg Region and is famous for its export grapes and soft fruits such as peaches and watermelons. Other important products are cattle, game, peanuts and maize (See table 3.26). The following tables and figures indicate types of farming in Modimolle and income generated (See table 2.27 – 3.29 and Figure 3.5 – 3.7 below).

TABLE 3.40: TYPES OF AGRICULTURAL PRODUCTS IN MODIMOLLE					
Production of other crops	Fruit Production	Vegetable production	Livestock production	Poultry production	Other
<input checked="" type="checkbox"/> Cotton <input checked="" type="checkbox"/> Maize <input checked="" type="checkbox"/> Millet <input checked="" type="checkbox"/> Tobacco <input checked="" type="checkbox"/> Paprika <input checked="" type="checkbox"/> Sorghum <input checked="" type="checkbox"/> Lucerne <input checked="" type="checkbox"/> Cowpeas <input checked="" type="checkbox"/> Wheat <input checked="" type="checkbox"/> Jug beans <input checked="" type="checkbox"/> China beans <input checked="" type="checkbox"/> Sunflower	<input checked="" type="checkbox"/> Citrus <input checked="" type="checkbox"/> Peaches <input checked="" type="checkbox"/> Table <input checked="" type="checkbox"/> Grapes <input checked="" type="checkbox"/> Watermelons	<input checked="" type="checkbox"/> Potatoes <input checked="" type="checkbox"/> Tomatoes <input checked="" type="checkbox"/> Cabbage <input checked="" type="checkbox"/> Carrots <input checked="" type="checkbox"/> Onions <input checked="" type="checkbox"/> Cucurbits (the pumpkin type)	<input checked="" type="checkbox"/> Brahman, Nguni, seminarian <input checked="" type="checkbox"/> Tulip, Bonsmara, Drakensberg and Simmental. <input checked="" type="checkbox"/> Sheep: Doper, Samara and van Rooyen. <input checked="" type="checkbox"/> Goats: Boer goats,	<input checked="" type="checkbox"/> New Hemisphere <input checked="" type="checkbox"/> white leghorns <input checked="" type="checkbox"/> Astrologers, <input checked="" type="checkbox"/> Potchefstroom <input checked="" type="checkbox"/> Kooks, <input checked="" type="checkbox"/> Black leghorns. <input checked="" type="checkbox"/> Piggery: Large white, Minnesota and Lindros	<input checked="" type="checkbox"/> Groundnuts

Source: MLM 2014

There are about 1355 farming households specializing in crops farming in Modimolle, illustrating that crops dominate the agricultural sector in Modimolle.

TABLE 3.41: AGRICULTURAL HOUSEHOLDS

TYPE OF ACTIVITY	NUMBER
Crops only	1,355
Animals only	852
Mixed farming	380
Other	205

Source: Stats SA 2011

Of specific agricultural activity, Poultry and Other crops (mainly grapes and fruits) contributes immensely in the Municipal area.

TABLE 3.42: AGRICULTURAL HOUSEHOLDS

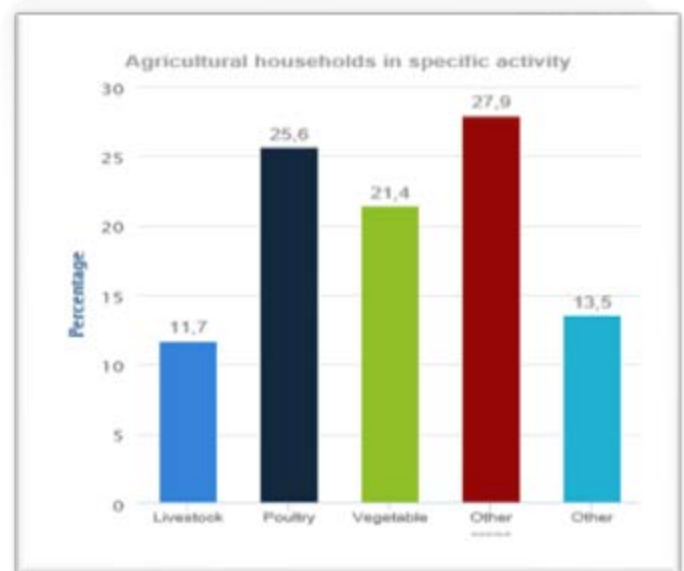
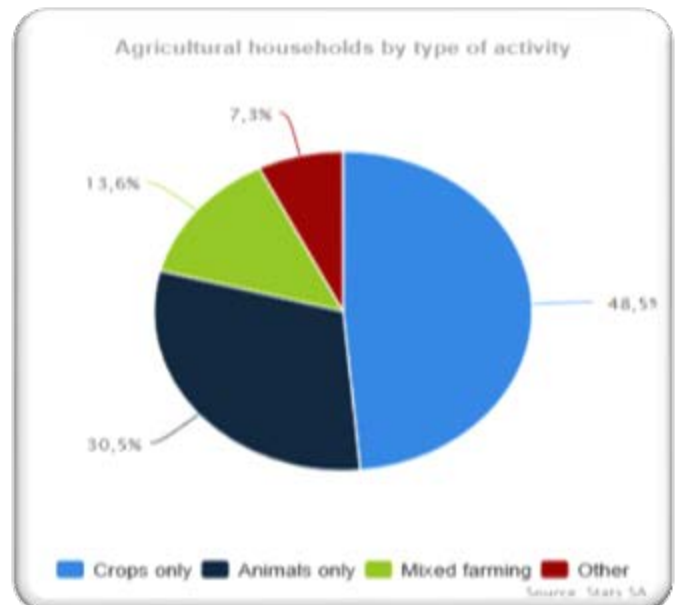
TYPE OF SPECIFIC ACTIVITY	NUMBER
Livestock production	434
Poultry production	948
Vegetable production	792
Production of other crops	1,034
Other	502

Source: Stats SA 2011

The majority of farming households earn between R4801-R38 400.

TABLE 3.43: INCOME CATEGORY OF AGRICULTURAL HOUSEHOLDS

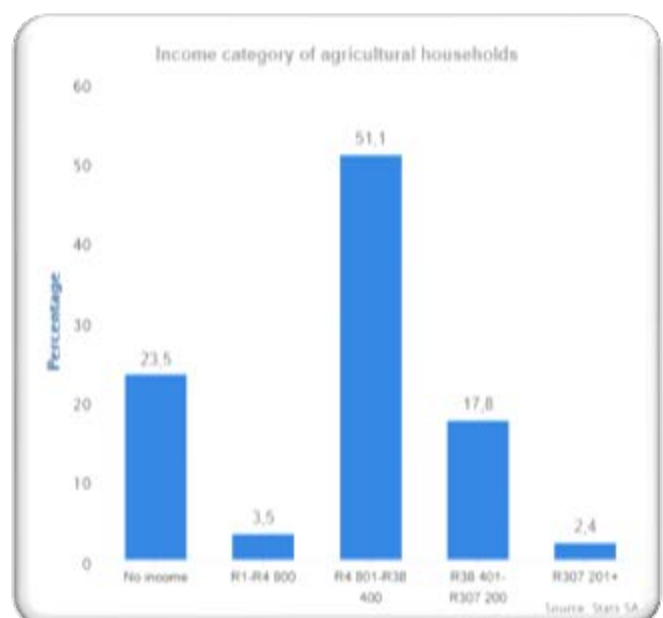
ANNUAL INCOME CATEGORY OF AGRICULTURAL HOUSEHOLD HEADS	NUMBER
No income	656
R1-R4 800	97
R4 801-R38 400	1,426
R38 401-R307 200	498
R307 201+	67
Unspecified	50



3.4.1.2 Tourism Sector

Modimolle is well-known for its scenic lodges and game farms. Apart from game farms and lodges, the areas hold vast opportunities in terms of all forms of tourism due to the undisturbed natural environment as well as its proximity to other tourist destinations such as Bela-Bela and Mookgophong. Tourism in Modimolle therefore plays a very important role in terms of local economic development with a variety of linkages to the surrounding areas. Modimolle as a Tourism Destination-Modimolle occupies a strategic position from the main markets of the country by being at the entrance of the Province from the South. The visibility of Modimolle Mountain from the N1 north contributes to the curious tourists to visit the area. JG Strijdom House-Historical

Regarded as the gateway to the Waterberg, the area is particularly known for its variety of outdoor recreation options, ranging from horse safaris, hiking and nature trails, to luxury hunting safaris. Bird watching at the internationally famous Nylsvlei Nature Reserve, where up to 200 species are easily spotted in the course of the day, also attracts many visitors to the area.

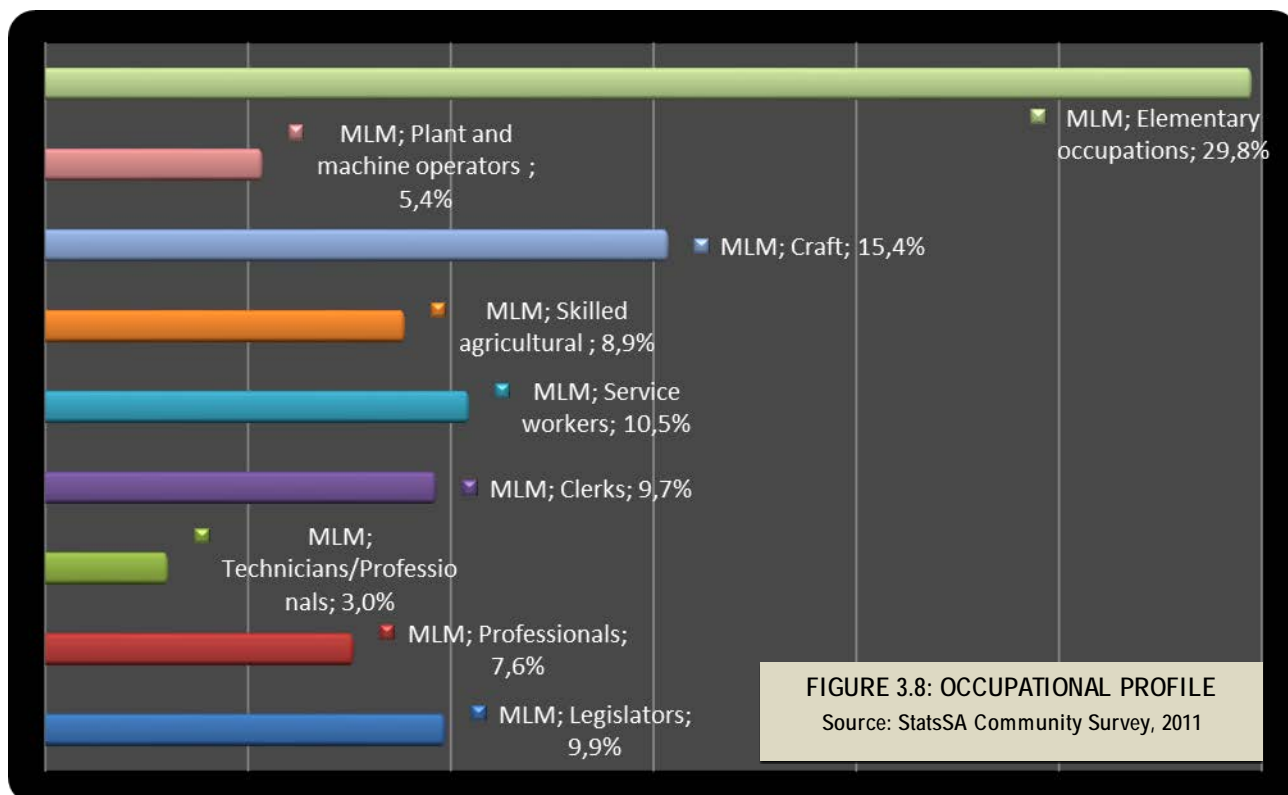


The pleasant climate with hot summers and moderate winters makes Modimolle a year round holiday destination, only one and a half hours' drive from Johannesburg on the N1 to Zimbabwe. The road from Bela-Bela to Modimolle along the R101 route offers both an alternative to the toll road and exceptional beauty and scenery.

3.4.2 OCCUPATIONAL PROFILE:

The occupational profile provides an indication of sector development as well as the number of formally employed people in Modimolle. The Majority of people are employed in elementary occupations like farm workers, cleaners, etc. Implication: The labour force of MLM is primarily unskilled as a result the majority of the population is employed in semi- and unskilled occupations (not high income occupations).

Occupation is the type of work that a person does, according to the South African Classification of Occupations, to obtain an income irrespective of the industry. Figure 3.5 below illustrate that leading occupations within the municipality are: Elementary occupations (29.8%); Craft (15.4%), and Service workers (10.5%).



3.4.3 EMPLOYMENT PER SECTOR:

A large portion of MLM population is employed in the community services (includes government services) sector (29.6%). The economic sectors that also contribute largely to employment are agriculture (23.8%), trade (16%) and manufacturing (10.8%). Figure 3.6 below indicate that the majority (53.4%) of the municipality is employed in either community services or agriculture sectors.

The sectors showing an increase in employment from 1996 to 2007 are community services, finance, trade and construction. Sectors which had a decline in employment contribution for the same period are transport, electricity, manufacturing, mining and agriculture. It is of concern that the agriculture sectors employment contribution is declining, since this sector contributes largely to the employment opportunities in MLM.

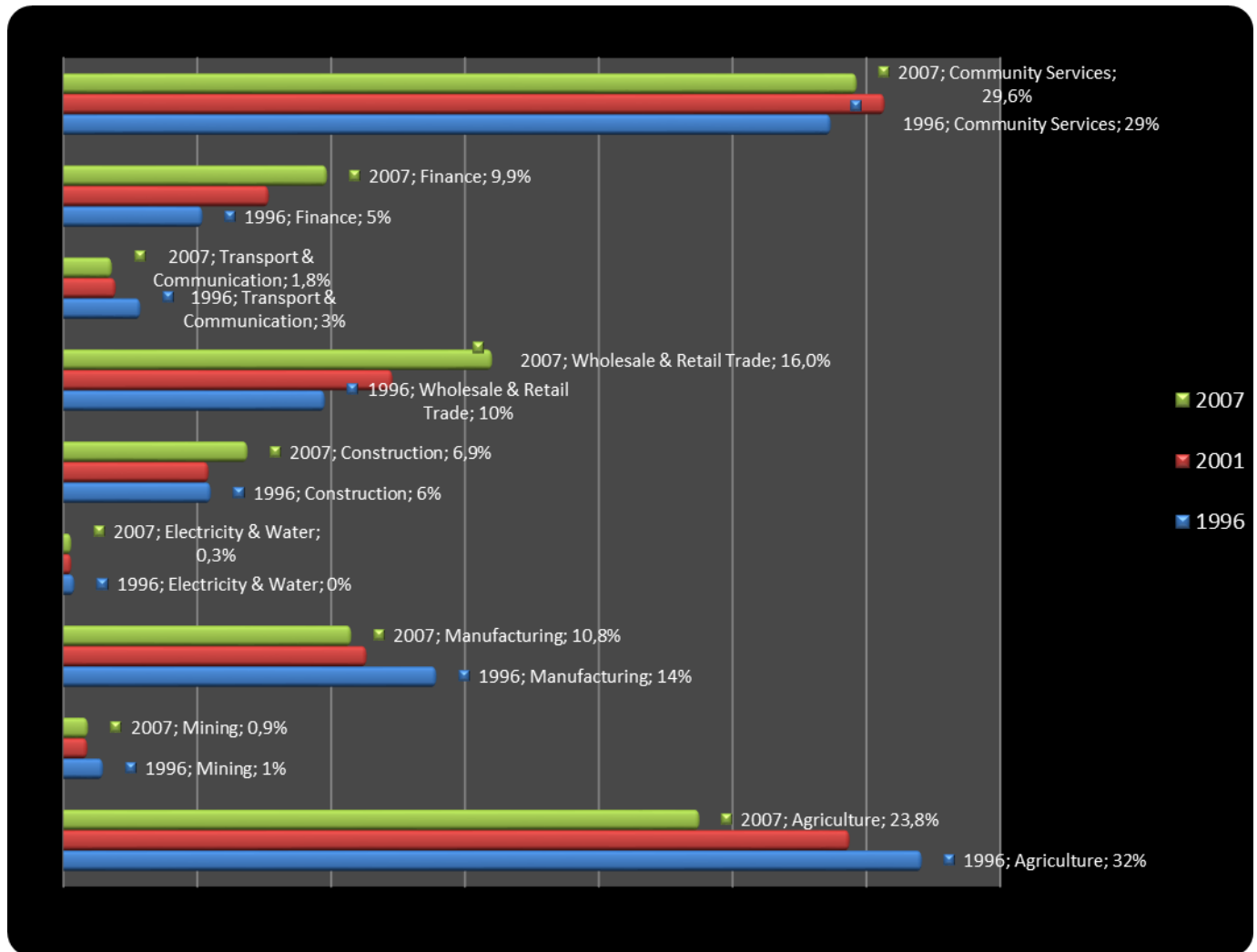


FIGURE 3.9: SECTORAL EMPLOYMENT, 2011
Source: StatsSA Community Survey, 2011

3.4.4 SECOND ECONOMY AND JOB CREATION

The municipality has a responsibility to support Local Economic Development including the businesses in the second economy. The market stalls in Mabatlane are awaiting occupation of the beneficiaries. The Market stalls in Modimolle Taxi rank had been completed and the process of occupation has commenced in July 2010 but delayed due to understaffed unit of law enforcement in Department: Community and Social Services.

Hawkers in Modimolle town have been provided with permits to operate in town for the duration from July 2012- June 2013. It is challenging to regulate the activity since the project of development of market stalls is still outstanding. The Mabatlane and Modimolle hawkers have established committees, which is a communication body between the hawkers and municipality.

The EPWP is a programme that cuts across all departments and spheres of government. Under the EPWP, all government bodies and parastatals are required to make a systemic effort to target the unskilled unemployment. They must formulate plans for utilizing their budgets so as to draw significant numbers of the unemployment into productive work in such a way that workers gain skills while they work so increasing their chances of getting out of the marginalized pool of unemployed people. See Table 3.28 below.

Over the years Modimolle Local Municipality has been implementing projects through labour intensive methods aligned to the Extended Public Works Programme (EPWP). The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government infrastructure and social programmes either by deepending their labour absorption or extending them, Local Economic Development – Agricultural Activities.

Table 3.44: MODIMOLLE LOCAL MUNICIPALITY EPWP SUMMARY ON WORK OPPORTUNITIES CREATED 2014/2015					
Project Name	Project Number	Total number of Beneficiaries	Female Beneficiaries	Male Beneficiaries	Daily Wage Rate
Phagameng Street and stormwater	1470/12/14	71	19	52	R85
Modimolle Market stalls	7066/09/11	22	9	13	R85
Development of Modimolle parks	1472/12/13	19	0	19	R85
Limpopo Lower Level Bridge	6374/10/12	13	0	13	R85
Development of Phagameng Ext 6 sport facilities	1754/14/14	15	7	8	R85
Modimolle Paving of streets	1464/12/14	32	14	18	R85
Rehabilitation of Lillian Ngoyi and culvert bridge	1465/12/13	26	6	20	R85
Source: MLM2014					

3.4.5 LED PROJECTS

There are currently a number of LED projects identified by the LED Unit for empowering the local community members, thereby ensuring that the project beneficiaries are adequately trained which are outlined as follows

TABLE 3.45: LED PROJECTS 2014/15		
PROJECT NAME	LOCATION	BENEFICIARIES
Phagameng Baruwa Kgomo	Camp (Watrap)	8
A Re Hudisaneng Cooperatives	Camp (Watrap)	5
Makgatho Family Agricultural Project	Camp (Watrap)	1
Sethako Agricultural Project	Camp (Watrap)	1
Jemcod	Camp (Watrap)	4
Modimolle Cooperative	Modimolle (Industrial Site)	7
Mabaleng Youth Project	Alma	5
Source: MLM2014		

3.4.6 SMME'S

SMME development and support systems are critical important aspects of local economic development due to this sector's ability to create employment. This Thrust's main focus is the establishment and expansion. It is important that local businesses are supported in their development and growth and that the development of new SMMEs is stimulated. Many local businesses experience constraining factors such as a lack of business and financial management skills. The Municipality should, therefore, provide support to emerging SMME's as well as in the provision of skills training. In this respect, a number of organizations, both on provincial and national level, have been established to support small businesses. These organizations are not currently sufficiently represented in Modimolle Municipality and the establishment of local offices of these support services should, therefore, be encouraged and facilitated, if not already. Local businesses should also be supported through mentorship programmes, whereby practical knowledge can be transferred from experienced business owners to entrepreneurs.

- ☑ Support should also be given to small local businesses in gaining access to capital and financial sources.
- ☑ The sustainability and growth of many small businesses in Modimolle and SMMEs in the Modimolle area. The focus areas of this programme are thus on:
- ☑ Ensuring that existing SMMEs and micro enterprises become sustainable through the provision of financial support and the provision of skills development.
- ☑ Creating a business friendly environment for the establishment of new SMMEs, and
- ☑ Creating a structure through which local authorities can facilitate SMME development and provide sustainable information and support.

3.4.7 LED STRATEGY

LED Strategy will provide focus in terms of economic growth and development; its purpose is to provide the municipality with an economic analysis of the municipality; indicating potential economic sectors and competitive sectors. It identifies resources within the municipality and provides strategies on how to optimally utilize them. The development of the LED Strategy is performed within the following legal frameworks which provide mandate to the municipality to develop local economy and offer a planning and implementing frameworks:

- (1) **The Constitution of the RSA Act (108 of 1996), section 152 (1)** assigns local government with inter alia with function of promoting social and economic development. (2) **The White Paper on Local Government** further more charges the municipalities with the responsibility of working with local communities to find sustainable ways of their lives in pursuit of being a developmental local government.

3.4.8 COMPARATIVE AND COMPETITIVE ADVANTAGES OF MUNICIPAL ECONOMY

Modimolle Municipality although rural has economic potential that, if tapped into, can become competitive. These borders around the following key issues:

- ☑ Potential for agriculture(both crop and livestock), tourism;
- ☑ Located with the Waterberg District Municipality which is South African energy hub;
- ☑ Due to the Municipality's strategically located, with the R101 passing through it. The N1 connects Gauteng (Southern neighboring provinces) with Limpopo, the Northern neighboring province. The link provided by the district can create an enabling business climate for the municipality as a distribution point to support vast growing developments in the surrounding areas. The Modimolle town sits at the intersection of the R33 and R101 which provide added economic advantage as outlined in the Road Network System;
- ☑ Secondary economic activities which have not been tapped effectively;
- ☑ Modimolle is well-known for its scenic lodges and game farms. Apart from game farms and lodges, the areas hold vast opportunities in terms of all forms of tourism due to the undisturbed natural environment as well as its proximity to other tourist destinations such as Bela-Bela and Mookgophong

3.4.9 LED CHALLENGES

- ☑ LED concept not clearly understood by participants.
- ☑ Limited Community Involvement.
- ☑ Inadequate education and training.
- ☑ Inadequate budget for LED projects and programmes.
- ☑ No Business Attraction, Retention and Investment Policy.
- ☑ Lack of municipal land for LED Projects in Mabatlane.
- ☑ Lack of capacity of municipal infrastructure to support LED.
- ☑ Lack of integration of implementation of LED Projects in the municipality by government departments.

3.4.10 MODIMOLLE MOUNTAIN HERITAGE SITE DEVELOPMENT

The municipality was requested by the community of Modimolle to develop the Modimolle Mountain as a heritage site. This is based on the significance of the mountain to both the cultural and religious communities that are related with the mountain. The project is registered in terms of Municipal Finance Management Act 2003 and Treasury Regulations as a potential Public Private Partnership with National Treasury in October 2009 and project registration: **Muni Proj/M056**. The municipality has then contracted a service provider to assist with the development of Environmental Impact Assessment (EIA) study and as well entered into a Memorandum of Understanding (MOU) with University of Limpopo to assist with Research and Compilation of History Book of Modimolle.

The objective of the project is to enhance tourism development, revenue generation, job creation and economic growth.

The project is both at the level of data analysis stages but processes are challenged due to financial constraints the municipality is confronted with; as a result the progress remains not satisfactory as expected. The municipality is continuously embarking on mobilization programme of both financial and non-financial support to the project.

3.5 KPA 4: FINANCIAL ANALYSIS AND VIABILITY

3.5.1 Legislative Prescripts on Municipal Financial Management

The purpose of this section is to provide financial viability of MLM within financial framework, legislation and reviewed financial policies. Municipal budget is compiled in terms of the Municipal Finance Management Act (MFMA), 56 of 2003. MFMA provides an environment which ensures sound and sustainable management of the financial affairs of a municipality and establishes treasury norms and standards for the local spheres of government.

3.5.2 Municipal Sources of Revenue

Modimolle Municipality has been allocated Powers and Functions for providing basic services such as water and sanitation, electricity, property rates, rentals, fines and refuse removal, which provide sources of revenue for the Municipality. The Municipality further relies on the intergovernmental grants (IGG), such as Local Government Equitable Share, Finance Management Grant EPWP Incentive, Integrated National Electrification Programme and Municipal Systems Improvement Grant.

The narrow tax base of the Municipality is a constraint on municipal income. The major contributing factor to lack of revenue is that only a small percentage of the total household is paying for rates and services. This seriously hampers the Municipal service delivery effort as the Municipality has capabilities and capacity but no funds to implement. The broad financial challenges are sources of revenue and effective implementation of IDP and SDBIP.

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Modimolle is also experiencing challenges in term of revenue enhancement. Currently there is no revenue enhancement strategy in place, but provision has been made in the implementation of a Municipal Turn-Around Strategy.

Revenue generated from Rates and Services charges forms a significant percentage of the revenue basket for the Municipality. The Total Revenue (inclusive of Grants) of the Municipality for Financial Year 2014/2015 amounts to R251 878 241.00

TABLE 3.46: SUMMARY OF REVENUE SOURCES IN MLM	
REVENUE SOURCE 2014/15	TOTAL
Water	37 500 000
Electricity	86 200 000
Property rates	28 100 000
Refuse removal	7 513 270
Rentals	65 580
Sewerage	11 000 000
Agencies	3 600 000
Fines	141 500
Grant Operations	64 297 201
Interest Earn Debt	8 800 000
Interest Earn Ext	2 400 000
Electricity for Gone	4 600 000
Sundries	6 860 690
GRAND TOTAL	251 878 241
Source: Internal Municipal System 2014	

3.5.3 FINANCIAL OVERVIEW OF THE 2014/15 to 2015/2016 MTREF

This section provides an overview of the Municipality's 2014/15 to 2015/16 MTREF. It focuses on the billing and revenue environment of the municipality, the expenditure framework includes an assessment of how the budget links with the national and provincial government contexts along with a review of the fiscal position of Municipality.

3.5.3.1 Operating Revenue Framework

For the Municipality to continue to improve the quality of services provided to its citizens, it needs to generate the required revenue levels. Given the financial revenue limitations, strong revenue management is fundamental to the financial sustainability of the Municipality. The reality is that Modimolle is faced with development backlogs and poverty, with narrow tax base of the Municipality putting constraint on municipal income. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

- ☑ The municipality's revenue strategy is built around the following key components:
- ☑ National Treasury's guidelines and macroeconomic policy;
- ☑ Growth in the municipality and continued economic development;
- ☑ Efficient revenue management, which aims to ensure a 95% annual collection rate for property rates and other key service charges;
- ☑ Continuous engagements with key stakeholders, particularly farmers and business, to collect outstanding debt and improve current collection levels;
- ☑ Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- ☑ Achievement of full cost recovery of specific user charges especially in relation to trading services;
- ☑ Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;

3.5.3.2 Municipal Expenditure Trends (5/2 Financial Plan)

As outlined on Table 3.48 below, the Operating Transfers and Grants increase allocation the Municipality increased slightly in the financial year 2012/2013 to from R60 million in 2012/13 to R62 million in 2013/14. The allocation for 2014/15 is 64 million. Allocation start to decrease for 2015/2016 and 2016/2017. Furthermore there are no allocations to the Municipality from both the Provincial Government and the District Municipality, which places even more immense pressure on the Municipality service delivery effort given the financial limitation

3.5.3.3 Operating Expenditure Framework

The budget sees an increase in annual operating expenditure. Table 3.49 shows that the Municipality is operating on a deficit which is a concern, hence Revenue enhancement strategy is required.

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LIM365 Modimolle - Table A6 Budgeted Financial Position

Description R thousand	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
ASSETS										
Current assets										
Cash		55 499	25 290	6 921	10 000	10 000	10 000	10 706	6 928	981
Call investment deposits	1	900	31 730	28 748	21 900	20 400	20 400	5 900	6 900	7 900
Consumer debtors	1	39 259	68 167	85 638	87 171	92 629	92 629	91 247	88 192	85 133
Other debtors		11 899	5 524	10 239	8 000	8 000	8 000	3 000	2 500	2 000
Current portion of long-term receivables				316	320	320	320	330	340	350
Inventory	2	6 512	6 098	6 386	6 000	6 000	6 000	6 000	6 000	6 000
Total current assets		114 069	136 809	248 138	391 133	349 137	349 137	183 117	860 110	364 102
Non current assets										
Long-term receivables		159	299	-		-	-			
Investments		1 990	2 322	2 819		3 000	3 000	120	122	125
Investment property				5 575		5 575	5 575	5 575	5 575	5 575
Investment in Associate				882	861	-	-	903	906	908
Property, plant and equipment	3	806 667	829 114	662	309	952	952	449	527	983
Agricultural						-	-			
Biological						-	-			
Intangible		2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497	2 497
Other non-current assets		-	-			-	-			
Total non current assets		811 314	834 233	554 893	807 863	025 915	025 915	642 911	721 914	181 917
TOTAL ASSETS		925 384	971 042	801 1 031	197 997	374 1 052	374 1 052	825 1 028	581 1 025	545 1 019
LIABILITIES										
Current liabilities	-									
Bank overdraft	1									
Borrowing	4	1 353	1 663	1 226	1 833	1 833	1 833	1 425	299	148
Consumer deposits		2 809	3 027	3 668	4 100	4 100	4 100	4 100	4 100	4 100

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Trade and other payables	4	67 562	76 359	85 755	50 000	77 290	77 290	60 000	60 000	60 000
Provisions				904		1 128	1 128	1 200	1 300	1 400
Total current liabilities		71 724	81 048	91 553	55 933	84 352	84 352	66 725	65 699	65 648
Non current liabilities										
Borrowing		5 521	5 018	1 509	982	982	982	557	259	111
Provisions		24 375	28 484	47 785	36 000	56 500	56 500	62 720	69 430	76 965
Total non current liabilities		29 896	33 502	49 294	36 982	57 482	57 482	63 277	69 689	77 076
TOTAL LIABILITIES		101 619	114 550	140 847	92 915	141 834	141 834	130 002	135 387	142 724
NET ASSETS	5	823 764	856 492	890 954	904 283	910 540	910 540	898 823	890 194	876 821
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		823 281	856 008	890 471	903 800	910 057	910 057	898 340	889 711	876 338
Reserves	4	483	483	483	483	483	483	483	483	483
Minorities' interests										
TOTAL COMMUNITY WEALTH/EQUITY	5	823 764	856 492	890 954	904 283	910 540	910 540	898 823	890 194	876 821

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LIM365 Modimolle - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1									
Revenue By Source										
Property rates	2	17 640	19 427	27 774	29 100	30 000	30 000	31 800	33 708	35 393
Property rates - penalties & collection charges									107	118
Service charges - electricity revenue	2	64 825	70 474	78 217	82 600	85 800	85 800	97 596	356	091
Service charges - water revenue	2	24 167	24 858	27 616	37 500	37 500	37 500	41 250	43 725	45 911
Service charges - sanitation revenue	2	7 395	8 351	10 680	11 000	11 000	11 000	11 660	12 360	12 978
Service charges - refuse revenue	2	4 905	5 384	6 256	6 900	6 900	6 900	9 804	10 388	11 014
Service charges - other						-	-			
Rental of facilities and equipment		346	173	558	66	223	223	233	246	258
Interest earned - external investments		2 639	2 528	2 712	2 400	2 400	2 400	2 212	2 225	2 336
Interest earned - outstanding debtors		5 141	7 459	9 692	8 800	8 800	8 800	9 328	9 888	10 382
Dividends received						-	-			
Fines		72	96	103	142	142	142	801	801	801
Licences and permits						-	-			
Agency services		3 294	3 907	2 421	3 600	3 625	3 625	3 700	3 900	4 000
Transfers recognised - operational		57 236	62 428	62 232	64 267	64 132	64 132	65 122	62 434	62 211
Other revenue	2	2 828	5 321	7 636	6 861	6 082	6 082	6 973	7 421	7 770
Gains on disposal of PPE			111							
Total Revenue (excluding capital transfers and contributions)		190 488	210 515	235 897	253 235	256 603	256 603	280 479	294 451	311 145
Depreciation & asset impairment	2	30 379	23 549	42 084	30 604	30 604	30 604	32 439	34 386	36 105
Finance charges		2 749	2 783	2 751	3 035	3 417	3 417	3 682	3 831	4 009
Bulk purchases	2	65 947	67 252	77 382	88 000	87 500	87 500	100 275	108 143	118 549
Other materials	8	8 096	7 156	8 387	9 720	9 853	9 853	10 988	11 806	12 397
Contracted services		7 959	7 150	9 822	8 355	8 355	8 355	9 024	9 565	10 043
Transfers and grants		-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	30 231	37 338	34 083	37 832	37 581	37 581	38 447	39 914	41 739
Loss on disposal of PPE		409	1 391	3 440						

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Total Expenditure		218 485	223 207	294 471	296 244	307 258	307 258	335 739	357 185	379 238
Surplus/(Deficit)		(27 997)	(12 692)	(58 574)	(43 009)	(50 655)	(50 655)	(55 260)	(62 733)	(68 093)
Transfers recognised - capital		26 815	37 642	43 575	35 776	46 196	46 196	31 731	37 464	38 562
Contributions recognised - capital	6	–	–	–	–	–	–	–	–	–
Contributed assets										
Surplus/(Deficit) after capital transfers & contributions		(1 182)	24 950	(14 998)	(7 233)	(4 459)	(4 459)	(23 529)	(25 270)	(29 531)
Tax ation										
Surplus/(Deficit) after taxation		(1 182)	24 950	(14 998)	(7 233)	(4 459)	(4 459)	(23 529)	(25 270)	(29 531)
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		(1 182)	24 950	(14 998)	(7 233)	(4 459)	(4 459)	(23 529)	(25 270)	(29 531)
Share of surplus/ (deficit) of associate	7									
Surplus/(Deficit) for the year		(1 182)	24 950	(14 998)	(7 233)	(4 459)	(4 459)	(23 529)	(25 270)	(29 531)

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LIM365 Modimolle - Supporting Table SA18 Transfers and grant receipts

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:									
<u>Operating Transfers and Grants</u>									
National Government:	56 236	60 928	62 232	64 267	64 267	64 267	65 122	62 434	62 211
Local Government Equitable Share	50 098	56 393	57 283	58 643	58 643	58 643	59 775	58 486	57 793
Finance Management	1 795	1 500	1 497	1 600	1 600	1 600	1 675	1 810	2 145
Municipal Systems Improvement	1 093	800	890	934	934	934	930	956	1 033
EPWP Incentive Integrated National Electrification Programme	2 093	912	1 000	1 502	1 502	1 502	1 598		
					-	-			
					-	-			
Municipal Infrastructure Grant	1 158	1 323	1 562	1 588	1 588	1 588	1 144	1 182	1 240
Provincial Government:	-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant									
District Municipality:	1 000	1 500	-	-	-	-	-	-	-
WDM	1 000	1 500							
Other grant providers: [insert description]	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	57 236	62 428	62 232	64 267	64 267	64 267	65 122	62 434	62 211
<u>Capital Transfers and Grants</u>									
National Government:	26 815	51 111	43 109	35 776	35 776	35 776	31 731	37 464	38 562
Municipal Infrastructure Grant (MIG)	26 815	40 111	35 809	30 776	30 776	30 776	21 731	22 464	23 562
Integrated National Electrification		3	7	5	5 000	5 000	10 000	15 000	15 000

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Programme		000	300	000					
Electricity Demand Side Management		8							
Department of Mineral & Energy		000							
Municipal Systems Improvement									
Finance Management									
Provincial Government:	-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]									
District Municipality:	-	-	-	-	-	-	-	-	-
WDM									
Other grant providers:	-	-	-	-	-	-	-	-	-
[insert description]									
Total Capital Transfers and Grants	26	51	43	35					
	815	111	109	776	35 776	35 776	31 731	37 464	38 562
TOTAL RECEIPTS OF TRANSFERS & GRANTS	84	113	105	100					
	051	539	341	043	100 043	100 043	96 853	99 898	100 773

3.5.4 AUDITED STATEMENTS

The performance of municipalities is measured in financial and non-financial terms. The performance of municipalities to achieve good audit reports is dependent on number of factors that include internal control systems namely; Budget, IDP, SDBIP, PMS and compliance to GRAP Standards.

For the past years the Auditor General's audit function was mostly focused on financial information with additional focus on non-financial information that also determines the extent that municipalities are delivering services in an efficient, effective and economic manner, but an audit opinion is not yet issued on non-financial information. Past outcomes on the audit reports was thus based on the fair presentation information disclosed in the municipality's financial statements and not on the performance of the municipality.

For the past three years performance information has been audited, but this did not affect the outcome of the audit report. The current status quo of audit reports in the district has been shadowed by disclaimer. Factors that have led to negative audit outcomes relate to capacity of Budget and Treasury Offices' ability to achieve the Minimum Competence Requirements and National Treasury standards, poor record management and lack of a proper audit trail, outstanding reconciliations, inadequate financial management systems and difficulty in ensuring asset registers are GRAP compliant.

TABLE 3.50: MODIMOLLE AUDITOR GENERAL REPORTS FOR THE PAST FIVE FINANCIAL YEARS:						
	FINANCIAL YEARS					
Auditor General's Reports	2008/09	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Modimolle Opinion	Qualified	Qualified	Adverse	Disclaimer	Adverse	Qualified
Source: AG						

3.5.5 APPROVED SUNDRY TARIFFS FOR 2013/2014 FINANCIAL YEAR

The, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) approved and adopted the following tariffs to all other municipal services;

- ☒ The tariff increase for 8% refuse, 10% sewer, 18% water, 8% electricity, and 8% other
- ☒ Achievement of cost recovery of specific users charges especially in relation to trading services
- ☒ The municipality's Property Rates Policy approved in terms of the Municipal Property Rates ACT OF 2004
- ☒ The municipality's Indigent Policy and Debt Collection Policy are approved by council
- ☒ Estimated collection rate is 95%.

3.5.6 FINANCIAL POLICIES, STRATEGIES & SYSTEMS IN PLACE

A number of financial policies which are relevant to the powers and functions of the municipality were developed and implemented. The policies are indicated on table 3.52 below and described in summary:

TABLE 3.51: LIST OF FINANCE POLICIES	
POLICIES/SYSTEMS/STRATEGIES	AVAILABILITY (YES/NO)
Credit Control Policy	Yes
Debt Collection Policy	Yes
Provision of Bad debts Policy	Yes
Investment Policy	Yes
Asset Management Policy	Yes
Revenue and Tariff Policy	Yes
Indigent Policy	Yes
Rates Policy	Yes
Fraud Prevention & Anti -Corruption Policy	Yes
Accounting Policy	Yes
SCM Policy	Yes
Delegation Register	Yes
Budget Policy	Yes
Petty Cash Policy	No

3.5.6.1 Debt Collection and Credit Control Policy

The objective of this policy is to provide credit control and debt collection procedures and mechanisms. The municipality has taken the initiative to vigorously hand over debtors to legal department to reduce the debt. The municipality is encountering challenges in

implementing this policy due to the lack of personnel. It is again costly to hand over debts of minimal amount such as R500 since legal fees are more than the debt. The policy further makes provision for indigents, which is consistent with its rates and tariff policies. The policy also outlines powers to restrict or disconnect supply of service, service level agreements, disputes, extension of payments, change to pre-pay and penalties.

3.5.6.2 Cash and Investment Policy

The investment policy aims at gaining optimal return on investments without incurring undue risks, during those periods where cash revenues are not needed for capital or operational purposes. The Investment policy is dependent on the accuracy thereof together with the cash management programme which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such sources are surplus.

3.5.6.3 Indigent Policy

An indigent household is where a verified total gross monthly income of all occupants over 18 years of age does not exceeding the amount equal to twice the annual state pension as approved by National Government such other amounts as the council may from time to time determine such households qualify for subsidy on property rates and service charges for sewerage and refuse removal not less than a rebate of 50% on monthly amount billed and will additionally receive 6kl of water and 75 kWh of electricity per month free of charge.

3.5.6.4 Asset and Inventory Management Policy

Only households where the accountholder or property owner has registered as indigent in terms of the municipal annual registration programme, and whose registration has been accepted and entered into the register of indigents shall qualify for the above concessions. Currently the municipality has registered 5050 indigent households. The objective of this policy is to ensure that indigents receive at least basic municipal services. The verification of indigent status is a challenge. The municipality has established the Indigent function with two full time personnel (Indigent Officer and Indigent Clerk) who will be implementing necessary mechanism of verifying and updating the register. The purpose of this policy is to ensure the economic, efficient and effective control, utilization, safeguarding and management of Council's assets. This policy significantly revises the existing policy dated 14 February 2008. The significant revision arises from the following developments: The intention of the Modimolle Municipality to implement and comply with Standards of Generally Recognised Accounting Practice (GRAP) for the 2008/09 financial year. For the purpose of this revised policy, the applicable standard is GRAP 17 and to some extent GRAP 16. The intention to comply with the Asset Transfer Regulations as contained in National Treasury Gazette Number 31346 issues on 22 August 2008.

3.5.6.5 Rates Policy

The municipality needs a reliable source of revenue to provide basic services and perform its functions. Property rates are the most important source of general revenue for the municipality. Revenue from property rates is used to fund services that benefit the community as a whole as opposed to individual households. These include installing and maintaining streets, roads, sidewalks, lighting, and storm drainage facilities; and building and operating clinics, parks, recreational facilities and cemeteries. Property rates revenue is also used to fund municipal administration, such as computer equipment and stationery, and costs of governance, such as council and community meetings, which facilitate community participation on issues of Integrated Development Plan (IDP's) and municipal budgets. Municipal property rates are set, collected, and used locally. Revenue from property rates is spent within a municipality, where the citizens and voters have a voice in decisions on how the revenue is spent as part of the integrated Development Plans (IDP's) and budget processes, which a municipality invites communities to input prior to municipal council adoption of the budget.

3.5.6.6 Provision of Bad Debt Policy

Purpose of this policy is to ensure that collection of debt remains cost effective and Written-offs is authorized at an appropriate time by Council. This policy must be implemented in line with Debt Collection and Credit control Policy. All collections must be exhausted before any account is considered to be written-off. No account should be written off where services are currently being rendered. Cut-off procedures should be instituted in line with the policy.

3.5.6.7 Fraud Prevention and Anti-Corruption Policy

This policy intends to set down the stance of the municipality to "Fraud" as well as to reinforce existing systems, policies, procedures, rules, and regulations and regulations of the municipality aimed at deterring prevention, detecting, reacting to and reducing the impact of fraud.

Currently the municipality has established Customer Care unit which handle as well Presidential and Premier hotline matters. The unit is provided with at least 1 personnel. The installed CCTV cameras, contracted physical security and installed a palisade fence

around the municipal main building has contributed in reducing fraud and corruption activities. The other municipality centers have as well improved fencing and contracted physical security; such enables proper control and accountability to municipal assets.

3.5.6.8 Financial Plan

The IDP informs the budget process. During the IDP process from the first phase the budget process is informed. All the needs of the communities and stakeholders are identified in the analysis phases and challenges encountered during the IDP process were developed into projects and programmes; and they were allocated budget (costing) accordingly. The budget process is as well informed by the revenue collection

3.5.6.9 Expenditure Management

The capital and operational expenditure is advised by the capital and operational budgets in alignment with projects as per the approved IDP. All capital projects are budgeted for and captured on the IDP.

3.5.6.10 Cash-flow Management

- ☑ Rolling out the Smart Metering project to cover problematic areas within the municipality
- ☑ All finance officials to sign a confidentiality of information declaration and to start enforcing discipline on perpetrators of information leaks
- ☑ Cascade the PMS to lower levels of the municipality
- ☑ Complete centralization of supply chain processes and more strict controls on expenditure are being employed in the last half of the financial year
- ☑ In the process of developing revenue enhancement plan to ensure a practical approach in turning the situation around

3.5.6.11 Supply Chain Policy

Supply Chain Management policy is developed within the legislative framework of, the Constitution of SA, MFMA, PPP Framework Act of 2000(Act No 5 of 2000), Broad based Economic Empowerment Act (Act No 53 of 2000). It outlines procurement processes within the municipality. Among others, it outlines the competencies and delegations of the committees and officials that manage the procurement process, such as the evaluation and adjudication committees, the CFO, the Municipal Manager ; Divisional Manager: Supply Chain Management and Supply chain/ procurement officers. The Supply Chain Management policy is linked to the asset policy and easy to keep records concerning assets and there is a database register which is updated quarterly and procedure manual in place.

3.5.6.11.1 Supply Chain Management

Supply Chain Management, as the core component of the public financial management discipline, seeks to ensure the proper flow of goods and services between the supplier and the public sector institutions, in the right quality and quantity whilst advancing the RDP goals, Empowerment principles, supplier development, Local Economic Development (LED) and value for money, to ensure expeditious and appropriate service delivery. Supply Chain Management has been developed in accordance and in conjunction with other pieces of legislation to develop and shape the SCM within the local government sphere. These include Section 217 of the Constitution, which compels all organs of state to implement a SCM system that is fair, transparent, equitable, competitive and cost-effective. Chapter 11 of the MFMA compels the municipalities to establish SCM units and implement the SCM Policy, which gives effect to all SCM functional areas.

The Preferential Procurement Policy Framework Act 5 of 2000 provides for the application of the points system when evaluating and adjudicating bids. Treasury Regulations 868 of 2005 (SCM Regulation) and SCM: A Guide for Accounting Officers of municipalities and municipal entities provides a step by step illustration for the implementation of the SCM policies for the Accounting Officers.

3.5.6.11.2 The Supply Chain Management process contains various role players that influence the SCM processes which are:

- ☑ The National Treasury: Develops policy and oversees the implementation of the policy in all municipalities.
- ☑ The Provincial Treasury: Supports the municipalities in implementing the SCM Policy and further provides assistance to the municipalities in terms of capacity building.
- ☑ The Municipal Council: Approves the SCM structure of the municipality and ensures that the Accounting Officer executes the council's SCM Policy.
- ☑ The Accounting Officer: Establishes the SCM unit, which will be under the supervision of the CFO.

Each municipality in terms of section 165 of the MFMA, is required to establish an Internal Audit unit that must examine and report on the effectiveness, efficiency and economic use of the Supply Chain Management to achieve

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objectives of the municipality. SCM Officials, who are the custodians of the SCM process, implement the policy and carry out the SCM operational activities. External role players are the suppliers and the community within the municipal jurisdiction. Supply Chain Management is the under girdle for spending on capital projects and operational expenditure (day-to-day expenses), monitoring the manner in which the spending is undertaken, fostering spending that advances the RDP goals, LED initiatives, BBBEEA principles and ensuring value for money on each spending.

Supply Chain Management, as a financial management tool, seeks to reform and regulate the manner in which public funds are utilized when procuring goods and services whilst in pursuit of service delivery that is responsive to the needs of the society and to curtail any mal-administrative and fraudulent practices in the procurement front. The Supply Chain Management (SCM) system has been introduced to national and provincial departments and trading entities, constitutional institutions and schedule 3A and 3C public entities. Framework for Supply Chain Management and other supporting practice notes and documentation were issued during December 2003, with a view to assist institutions with the implementation of the SCM process.

3.5.6.11.3 Bid Adjudication Committee

The committee should consider the reports and recommendations made by the evaluation committee. The former committee must consider whether the recommendation made by the latter, sufficiently indicates that all relevant factors have been taken into account, and that the recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal. Each recommendation must be supported by clear, concise motivation of salient points. The accounting officer will determine the delegated powers exercised by the adjudication committee, which may be expected to make a recommendation to the accounting officer for final approval/ratification.

3.5.6.11.4 Bid Evaluation Committee

This committee is responsible for the evaluation of bids received, which include verification of the capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective whether the bid is to specification in respect of quality, functionality, dimensions, design, customer support, guarantee, etc. Whether a bid offers value for money the number of contracts awarded to bidder/s in contention during the preceding twelve months allocation of preference points.

Representativity in the composition of the bidder and the possibility of fronting success/failure in executing contracts awarded to a bidder previously Tax Clearance certificate issued by the SARS Compulsory registration on Provincial Treasury's Suppliers Database.

3.5.6.11.5 Bid Specification Committee

This is the committee responsible for compiling of bid specifications. The specifications committee must also consider whether all the required quality assurance standards have been met with regard to the type of goods that is requested. The specifications should be compiled in an unbiased manner to allow all potential bidders to offer their goods and or services.

3.5.7 Municipal Billing System

The District Municipality has also implemented an Integrated Financial Management System for the District Municipality and all its local municipalities in the 11/12 financial year. Modimolle has currently converted to the new financial system (Munsof).

3.5.8 Financial viability challenges

- ☒ Revenue collection.
- ☒ Most of the customers are indigent and no indigent verification system.
- ☒ Financial System not compliant with GRAP
- ☒ Lack of compliance with Supply Chain Policy
- ☒ Asset management not centralized
- ☒ Lack of project and financial management skills

3.6 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Developmental local government requires municipalities to promote community participation and good governance. Building blocks of good governance are participation, accountability, predictability and transparency. In promoting a culture of good governance in providing services municipalities are required establish functionaries and mechanisms that promote community participation and good governance.

3.6.1 WARD COMMITTEE AND CDW'S

3.6.1.1 Functionality of Ward Committees and Portfolio Committees

The municipality has nine wards and nine ward committees that meet on a monthly basis. Corporate services provide administrative support to ward committees, among others, coordination of meetings, taking of minutes and logistic arrangements. A monthly allowance of R1 000.00 is paid to ward committee members on monthly basis. Roles and responsibilities are as outlined in the Municipal Structures Act, 32 of 2000. The municipality has 5 portfolio committee meetings on a monthly basis, the committees are as follows:

- ☒ Financial
- ☒ Technical,
- ☒ Corporate
- ☒ Social and community services
- ☒ Planning & Economic Development

3.6.1.2 Municipal Committees

- ☒ Performance Audit Committee
- ☒ Budget Steering Committee
- ☒ Audit Committee
- ☒ Portfolio Committee
- ☒ Municipal Public Account Committee

3.6.1.3 CDW Programme

The municipality had 9 CDW's and left with 6 which others were absorbed by the municipality.

- ☒ To improve community participation and intergovernmental relations.
- ☒ There are identified challenges of the existence of CDW's in local municipalities.

The following challenges were identified:

- ☒ No memorandum of understanding signed between local municipalities and COGHSTA
- ☒ Limited resources provided to CDW's to execute functions

3.6.2 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

MPAC is established in terms of Section 79 of the Municipal Structures Act (Act No 117 Of 1998) to perform oversight function on behalf of council. MPAC is required to table its report on a quarterly basis to the Executive Council and Council. The committee has been established on October 2011 in terms of National Treasury guidelines and comprises of appointed municipal councilors. It reports to council. The MPAC's role is to oversee the accountability of the municipality on public finances.

3.6.3 INTERGOVERNMENTAL RELATIONS

IGR is the same as cooperative governance; it is a better term to convey what IGR is all about the municipality uses IGR structures to facilitate inter-governmental dialogue with the relevant sector departments. The IGR Bill and DPLG have adopted the terminology "IGR" as the preferred one. IGR is the basis by which elected members and officials of government entities deal with each other where cooperation is necessary to assure legislative compliance, policy implementation and service delivery.

IGR contributes to service delivery and just as good IGR can be a major factor in efficient and effective service delivery, so poor IGR can lead to inadequate or duplicated service delivery. In many cases problems with service delivery can be attributed to failures of IGR. "IGR is really about improving the delivery of outcomes through effective systems, processes and procedures that ensure cooperation of different role players around policy formulation, planning, monitoring and support and delivery. A narrow

structural approach leads to people getting bogged down with structures which collapse if difficulties are experienced. The Structure of Intergovernmental in Modimolle Municipality is as follows:

- ☑ Municipal Managers Forum
- ☑ Mayors Forum

3.6.4 AUDIT, INTERNAL AUDIT AND RISK MANAGEMENT COMMITTEE

- 3.6.4.1 **Audit Committee:** The Audit committee has been established and comprises of the Municipal Manager and four members who are not employed by the municipality. The committee meets quarterly and reports directly to the municipal council. The committee liaises with the Internal Audit unit which reports functionally to them and administratively to the Municipal Manager. An approved Risk Based Audit Plan has been developed to ensure compliance with MFMA. Management developed Auditor General Action Plan and it is coordinated and facilitated by the audit unit, to ensure that all Auditor General's queries are addressed. Regular reports on plan are done to monitor the progress or performance of planned mitigations.
- 3.6.4.2 **Internal Audit Unit:** The unit is established in terms of Section 165 of MFMA. The unit is understaffed and currently utilising the capacity of the following: 2x permanent and 1 intern.
- 3.6.4.3 **Performance Audit Committee:** The committee has been established; it is responsible for performance issues and it reports to council. It comprises of 2x individuals not being in the employ of the municipality. The Performance Audit Committee is a section 79 committee and it meets on quarterly basis.
- 3.6.4.4 **Risk Management Committee:** Internal Audit Unit is responsible for risk function. Risk committee has been established and is functional. No dedicated or full time personnel for risk management functions.
- 3.6.4.5 **Fraud Prevention and Anti-Corruption Policy:** This policy intends to set down the stance of the municipality to "Fraud" as well as to reinforce existing systems, policies, procedures, rules, and regulations and regulations of the municipality aimed at deterring prevention, detecting, reacting to and reducing the impact of fraud. Currently the municipality has established Customer Care unit which handle as well Presidential and Premier hotline matters. The unit is provided with at least 1 personnel. The installed CCTV cameras, contracted physical security and installed a palisade fence around the municipal main building has contributed in reducing fraud and corruption activities. The other municipality centers have as well improved fencing and contracted physical security; such enables proper control and accountability to municipal asserts.

3.6.5 MUNICIPAL AUDIT STATEMENTS OUTCOMES

The performance of municipalities is measured in financial and non-financial terms. The performance of municipalities to achieve good audit reports is dependent on number of factors that include internal control systems namely; Budget, IDP, SDBIP, PMS and compliance to GRAP Standards.

For the past years the Auditor General's audit function was mostly focused on financial information with additional focus on non-financial information that also determines the extent that municipalities are delivering services in an efficient, effective and economic manner, but an audit opinion is not yet issued on non-financial information. Past outcomes on the audit reports was thus based on the fair presentation information disclosed in the municipality's financial statements and not on the performance of the municipality.

3.6.5.1 Audit challenges and Risk management challenges

- ☑ Wrong perceptions
- ☑ Understaffed
- ☑ Lack of understanding the IA role
- ☑ Late and non-submission of documentations
- ☑ Non implementation of IA recommendations
- ☑ Failure/untimely audit of performance information.
- ☑ No dedicated personnel in risk unit only a temporary employee reporting to Internal Audit
- ☑ Lack of understanding of risk management by some managers.
- ☑ No Accounting Officer to oversee Risk Management functions.

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- ☒ No commitment from managers on risk management issues
- ☒ Nonfunctional Risk Committee due to non-attendance and commitment on risk matters by management

3.6.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES (GGPP)

- ☒ Engagement of CDWs in Public participation not fully utilized.
- ☒ Lack of public participation strategy.
- ☒ The IT network system is not fully centralized.
- ☒ IT unit is understaffed.
- ☒ AG-Mitigation plan not fully achieved.

3.6.7 INFORMATION COMMUNICATION TECHNOLOGY (INTERNAL AND EXTERNAL)

A communication unit has been established and is currently under-staffed. The role of this unit is to ensure that there is proper internal and external communication. The municipality has an approved communication strategy in place which is reviewed annually. The strategy identifies appropriate and effective mechanisms of communications. It ensures that communication is in line with the municipal legislative framework. It also emphasises on issues of protocol or line authority; identifies all structures, forums and committees and outlines the flow of information between these structures. Amongst others, the strategy ensures that all stakeholders share information for proper planning.

3.6.7.1 Internal stakeholders:

Councilors and Officials

3.6.7.2 Intermediary stakeholders:

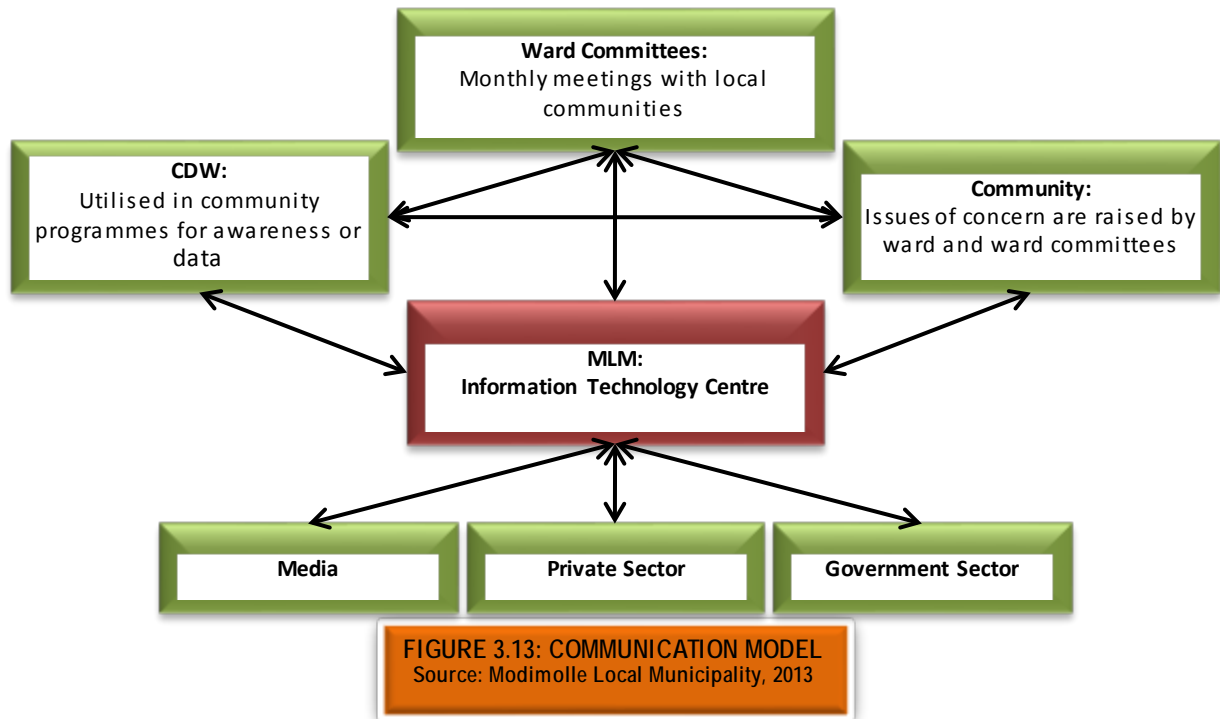
- ☒ CDWs
- ☒ Ward Committees
- ☒ National Youth Development Agency

3.6.7.3 External stakeholders:

- ☒ Community of MLM,
- ☒ Private sector, and
- ☒ Government sectors.

3.6.7.4 Information Communication Technology Challenges

- ☒ Understaffed in IT and Communication unit
- ☒ Outdated operating system (provide limited technical support),
- ☒ Network infrastructure to be upgraded.
- ☒ Separation of IT unit from communication and be approved by council.
- ☒ Various challenges exist regarding the interactions between stakeholders. In order to improve the above indicated communication model, the municipality must address these challenges immediately.



3.6.8 HIV/AIDS & SPECIAL PROGRAMME IN THE WORKPLACE (GENDER, YOUTH AND DISABILITY)

- ☑ The municipality has established HIV/Aids Local Council last financial year.
- ☑ Programme for HIV/AIDS.
- ☑ World Aids day celebration for local communities.

3.6.8.1 HIV/AIDS challenges

- ☑ People living with HIV/AIDS not disclosing their status.
- ☑ Child headed families.
- ☑ Impact of HIV/AIDS on the working force. No hospice as more people are infected and affected, hospitals cannot carry the burden.

3.6.9 GENDER AND YOUTH

Municipality has established Modimolle Youth Council on the 01st March 2012. The municipality has youth dialogue for all youth of Modimolle and 200 youth attended the programme and we also had Youth Summit Programme during September 2012 and 60% youth have attended. The Municipality has established older person forum.

3.6.9.1 Programmes for Gender and Youth

- ☑ Back to School Campaign

3.6.9.2 Gender

- ☑ 16 Days of Activism against children and women Campaign.
- ☑ Local Women's day celebration
- ☑ Women in ministry event (Prayer Day)
- ☑ Women in Local Government institute event
- ☑ Women in business workshop

3.6.9.1 Participation of special groups challenges

- ☑ Participation of women, children, youth, elderly and people infected and affected by HIV/AIDS is still limited to the establishment of forums dealing with the group specific issues.
- ☑ No mainstreaming/implementation of people with disability in municipal employment equity plan.
- ☑ Establishment of education and skills development for people living with disability i.e. awareness campaigns and workshop
- ☑ Housing needs for people living with disability must be considered when constructing RDP houses.

3.6.10 MUNICIPAL PUBLIC PARTICIPATION

Public participation is being undertaken within the MFMA 56 OF 2003 and MSA 32 OF 2000. Public participation strategy is integrated within the communication strategy. The development of IDP, Budget and Sector plans are conducted within legislative structure. Coordination and awareness of meetings or any other engagements with the community are done through advertising in newspapers, distribution of notices and publishing on radio stations. Public Participation Strategy outlines the roles of politicians and officials in relation to the KPA. The Municipality Systems Act, 2000 17(1) and 18. Various stakeholders were in the position to identify their needs and their key development priorities. The following stakeholders played an important role in identifying their community needs and development priorities:

- ☒ Ward Committees, CDW, Taxi Organization, Farmers Union, Business Sector, Tourism Association, PARASTATALS
- ☒ Civic Society, Council of churches, Youth Council, Sports, Council, Modimolle Municipality Disability Council

3.6.10.1 Needs Identified Per Ward IDP during Public Participation

Ward Committees

The Ward Committee system has formed the basis of public participation in Modimolle for the 2011/2016 IDP process. Ward Committees are the organizational framework through which communities can participate in the planning process. Through these Committees, the broader public is involved.

During the IDP process the Ward Committees were provided with the necessary support and all communities have been involved, including existing Rate Payers Associations and Residents Associations. The Community Ward based meetings were coordinated by the IDP office with the focus on the identification of ward needs. Communities were invited through the media and the dates of the meeting were advertised in both national and local newspapers. The meetings were chaired by respective ward councillors. Table below provides a short description of problems/issues and needs raised at Ward Committee, as indicated during the above described meeting. The meetings were held per approved process plan 2015/16.

TABLE 3.52: COMMUNITY NEEDS			
WARD 1 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Need for water in Mabatlane		2015/16
2.	Electricity to be provided to each household in Mabatlane		2015/16
3.	Need for Street Lights		2015/16
4.	Need for Side Walks		2015/16
5.	Need for Storm Water Control		2015/16
6.	Need for RDP houses in Ext 3		2015/16
7.	Need for yellow bin in every street corner		2015/16
8.	Township Establishment/Need for land		2015/16
9.	Paving of streets in town, Ext 3, Ext 4 and Ext 2		2015/16
10.	Need for Primary School in Ext 4		2015/16
11.	Water Taps to be provided to each household		2015/16
WARD 2 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Need for Library	6	2015/16
2.	Township Establishment/ Need for Land	1	2015/16
3.	Need for Community Hall	4	2015/16
4.	Need for Sports Complex	5	2015/16
5.	Paving of Streets	3	2015/16
6.	Need for RDP Houses.	2	2015/16
7.	Need for yellow bin in every street corner	7	2015/16
8.	Communal taps at the informal settlement areas		2015/16
9.	Need for Jojo tanks		2015/16
10.	Development of a park		2015/16

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WARD 3 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Need for water in Mabatlane	1	2015/16
2.	Need for residential, industrial and agricultural land	1	2015/16
3.	Township Establishment/ Need for Land	1	2015/16
4.	Multi-Purpose Sports Facility	1	2015/16
5.	Need for Electricity at Ext 6	1	2015/16
6.	Need Storm Water Control in Ext 2	1	2015/16
7.	Need for JOJO tanks to Ext 6 residence and communal taps	1	2015/16
8.	Need for dustbins in every household in Mabatlane Ext 2	3	2015/16
9.	Yellow bins to be placed in every street corners especially at Ext 3, 2 & 1	2	2015/16
10.	Need for New Land Fill Site	1	2015/16
11.	Need for houses, electricity and sewerage at Ext 6	1	2015/16
12.	Side Walks Ext 1 to Letshokgohla Street	1	2015/16
13.	Need for additional Primary School	1	2015/16
14.	Unlock Storm water Drainages	1	2015/16
15.	Clearing and Paving of Streets	1	2015/16
WARD 4 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Water systems to be upgraded around town		2015/16
2.	Upgrading of the sewer plant		2015/16
3.	Upgrading of roads at Indian town and Industrial area		2015/16
4.	Repair of Library Roof		2015/16
5.	Storm-water control		2015/16
6.	Needs for Solar Geyser's in every households		2015/16
7.	Paving of streets Allen, Collen and Van Rensburg Street and other streets		2015/16
8.	Needs for Church Sites		2015/16
9.	Josuf Dadoo Hall to be refurbished		2015/16
10.	Ablution block to be built opposite Shoprite complex.		2015/16
WARD 5 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Job Creation	4	2015/16
2.	Need for Street Names at Ext 10	2	2015/16
3.	Storm water control	3	2015/16
4.	Need for street lights in every street	1	2015/16
5.	Paving of Streets and access roads		2015/16
6.	Need for New Land Fill Site	1	2015/16
7.	Request for Schools at Ext 10		2015/16
8.	Request for Clinic at Ext 10		2015/16
9.	Building of Walls and Bridge along Thabo Mbeki road (R101) via Ext 10		2015/16
WARD 6 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Upgrading of Sewer Plant	4	2015/16
2.	Job creation	3	2015/16
3.	Upgrading of electricity reticulation	1	2015/16
4.	Paving of streets in ward 6 e.g Makhubele street	2	2015/16

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6.	Needs for communal taps	7	2015/16
7.	Need for solar geysers in every household	5	2015/16
8.	Need for street lights in Ext 13	6	2015/16
9.	Need for recreational park	8	2015/16
WARD 7 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Job creation		2015/16
2.	Upgrading of sewer plant		2015/16
3.	Upgrading of electricity reticulation		2015/16
4.	Paving of streets in ward 7 e.g Moreroa street		2015/16
5.	Need to maintain local parks		2015/16
6.	Need for solar geysers in every household		2015/16
7.	Need for street lights in Ext 13		2015/16
8.	Need for yellow bins		2015/16
WARD 8 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Water systems to be upgraded around town	1	2015/16
2.	Upgrading of the sewer plant	3	2015/16
3.	Upgrading of roads at Indian town and Industrial area	2	2015/16
4.	Repair of Library Roof	4	2015/16
5.	Storm-water control	5	2015/16
6.	Needs for Solar Geyser's in every households	6	2015/16
7.	Paving of streets Allen, Collen and Van Rensburg Street and other streets	7	2015/16
8.	Needs for Church Sites	8	2015/16
9.	Josuf Dadoo Hall to be refurbished	9	2015/16
10.	Ablution block to be built opposite Shoprite complex.	10	2015/16
WARD 9 - COMMUNITY NEEDS			
NO	COMMUNITY NEEDS	PRIORITY NO.	FINANCIAL YEAR
1.	Job Creation	3	2015/16
2.	Need for Street Names at Ext 10	2	2015/16
3.	Storm water control	4	2015/16
4.	Need for street lights in every street		2015/16
5.	Paving of Streets and access roads		
6.	Need for New Land Fill Site		
7.	Request for Schools at Ext 10		
8.	Request for Clinic at Ext 10		
9.	Building of Walls and Bridge along Thabo Mbeki road (R101) via Ext 10		

3.7 KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

This section provides a synopsis of institutional analysis.

3.7.1 PROFILE OF EACH WARD IN MLM

Table 3.57, provides an overview of the MLM Ward Demarcation in 2011. The MLM is divided into 9 wards each including various areas.

TABLE 3.53: MODIMOLLE LOCAL MUNICIPALITY WARD DEMARCATION, 2011		
WARD	COUNSILLOR	AREAS
1	Clr. N.G. Mojela	Leseding, Mabatlane Ext 3 and Vaalwater Town
2	Clr N.G. Matshitsho	Mabaleng, Tretson and Boschdraai
3	Clr S.A. Sebolai	Leseding, Mabatlane Ext 1, 2 and 6
4	Clr J. G Ferreira	Modimolle Town Residence areas and Farms
5	Clr S.J. Moropene	Phomolong and Extension 10
6	Clr M.S. Ledwaba	Mandela Village and Sisolong areas, parts of phomolong section
7	Clr K.E. Lekalakala	part of Old Phagameng location, Mandela Village, Pitinyana and Holme Park
8	Clr Laubscher	Modimolle Town Residence areas and Farms
9	Clr M.F. Marutha	Freedom Park and part of Old Phagameng location

3.7.2 INSTITUTIONAL STRUCTURE:

3.7.2.1 Political

Executive:

The political structure consists of three full-time councilors, the Mayor, the Speaker and Chief Whip. The Speaker chairs the council meetings and the Mayor chairs the Executive Committee Meetings.

Council Committees

The council has established Committees in terms of Section 79 and 80 of the Municipal systems Act

TABLE 3.54: SECTION 79 AND 80 COMMITTEES	
PORTFOLIO	
1.	Corporate Services.
2.	Social and Community Services
3.	Planning and Economic Development
4.	Budget and Treasury.
5.	Technical services.

3.7.2.2 Administrative

The Municipal Manager is the head of the Administration and Accounting Officer, supported by Line Function Municipal Manager, namely, Planning & Economic Development, Corporate Services, Technical Services, Social and Community Service and Budget & Treasury. The overleaf diagram depicts the Top Management Structure of the MLM.

3.7.2.3 Top Management Structure

Top Management Structure of Modimolle Local Municipality

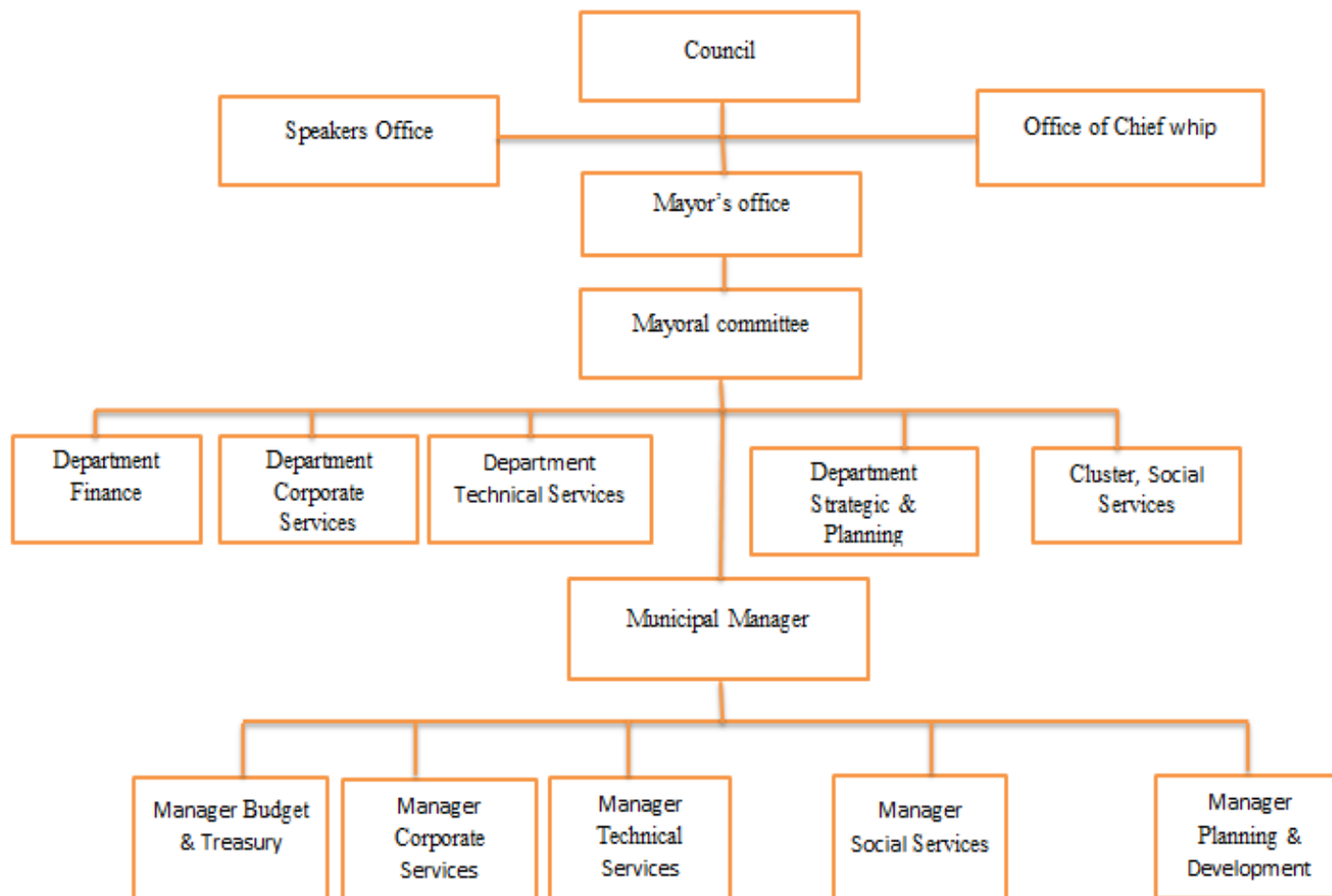


Diagram 3.1: Modimolle Top Management Structure

MODIMOLLE LOCAL MUNICIPALITY ORGANOGRAM FOR JULY 2015 TO JUNE 2016

DIAGRAM 3.2: ORGANOGRAMS – MUNICIPAL MANAGER’S OFFICE

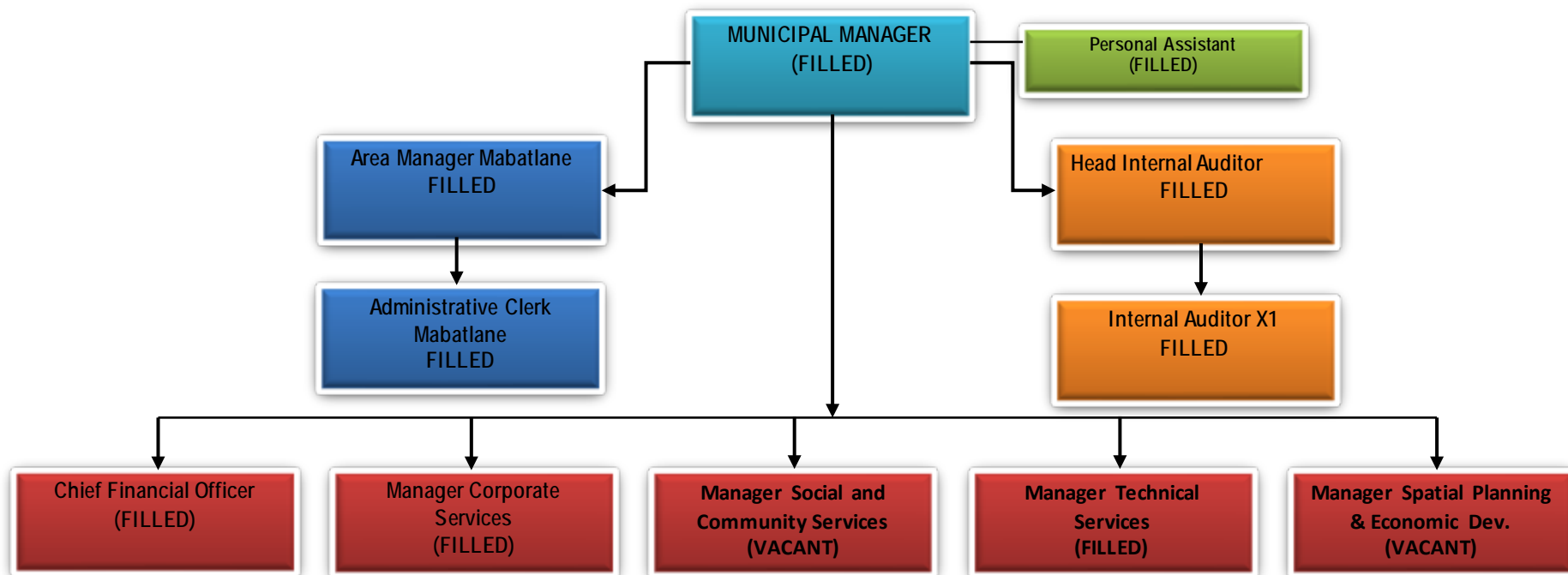


DIAGRAM 3.3: ORGANOGRAM – MANAGER: SOCIAL AND COMMUNITY SERVICES

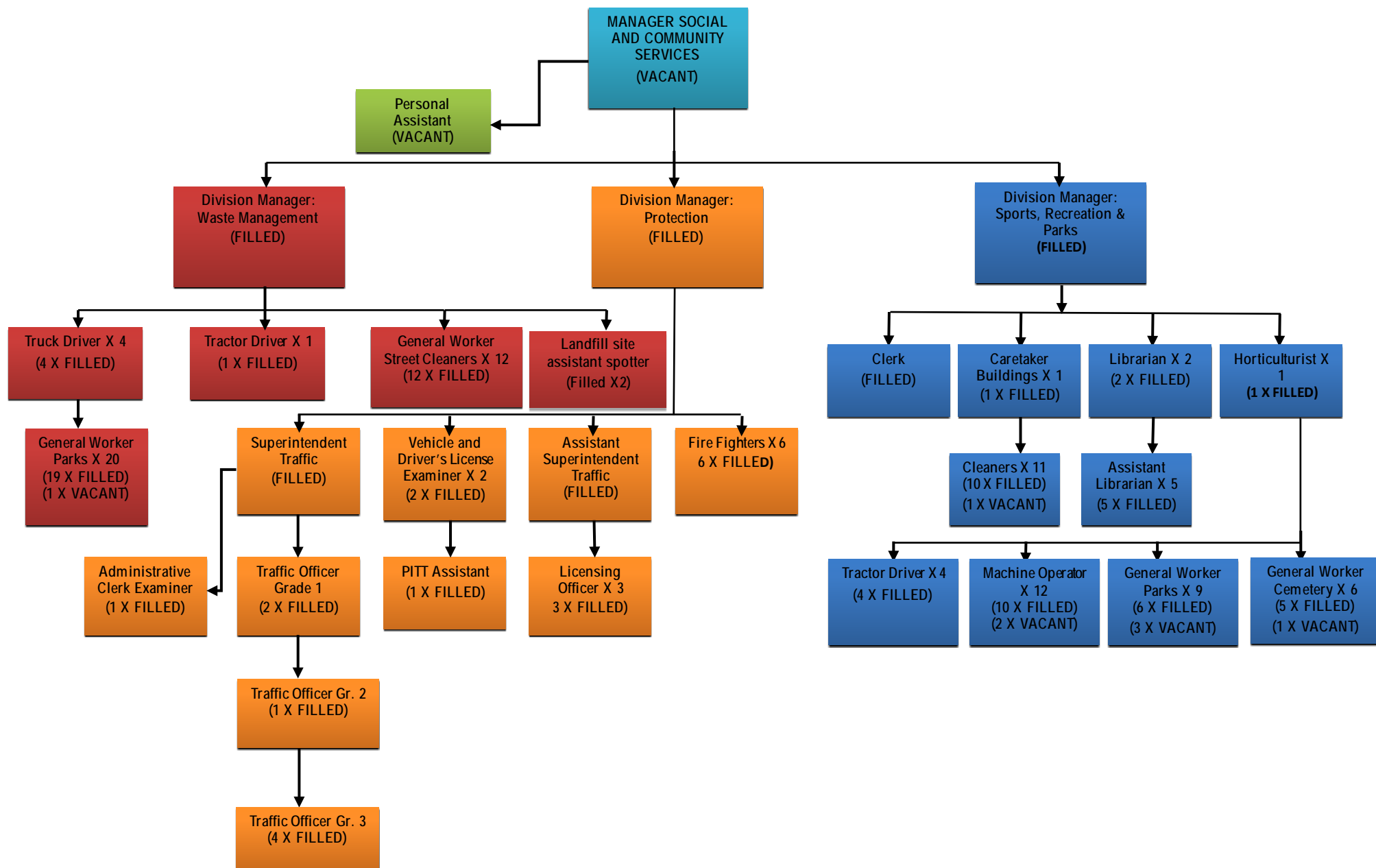


DIAGRAM 3.4: ORGANOGRAM – MANAGER: STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

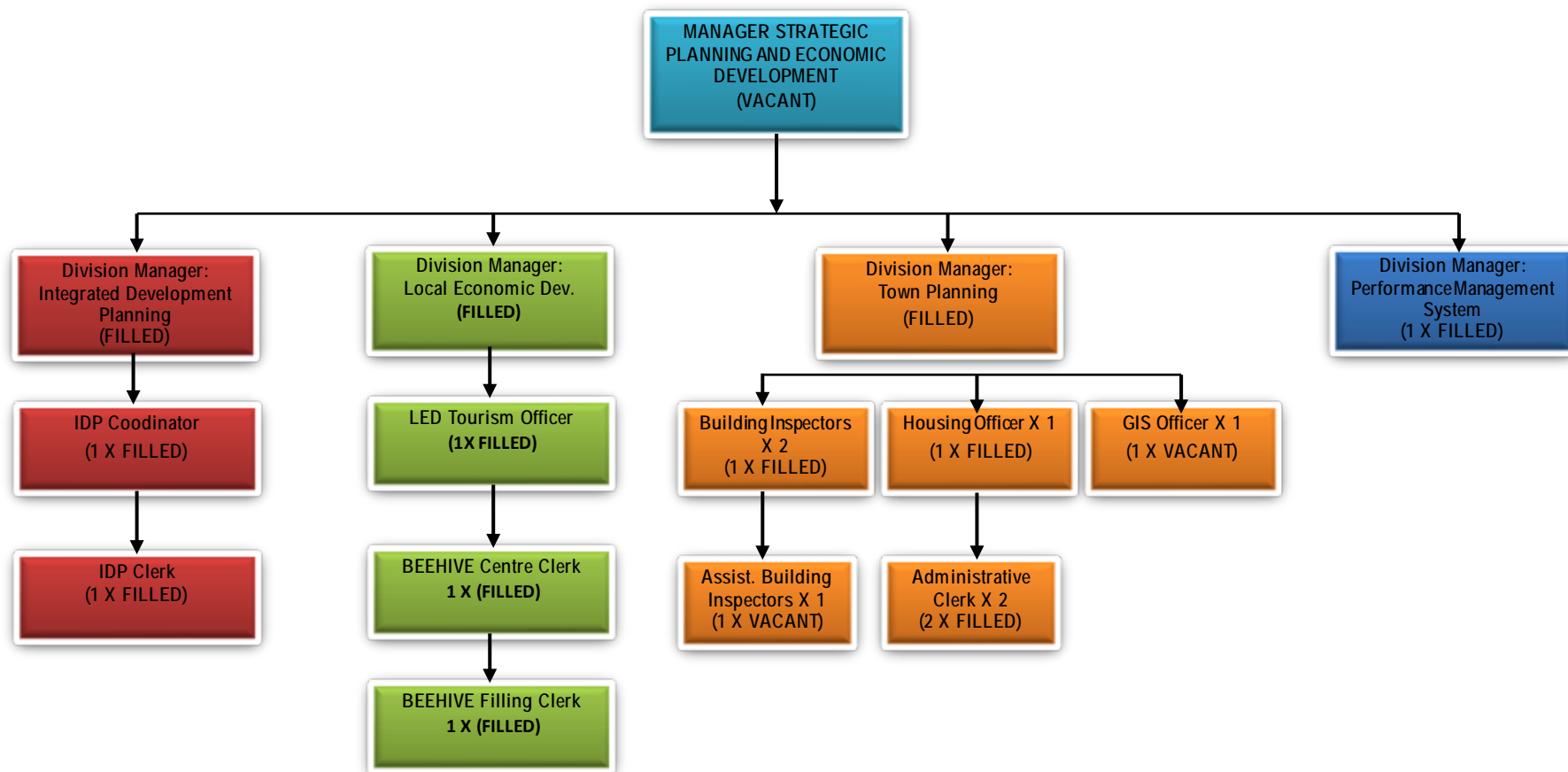


DIAGRAM 3.5: ORGANOGRAM – CHIEF FINANCIAL OFFICER (CFO)

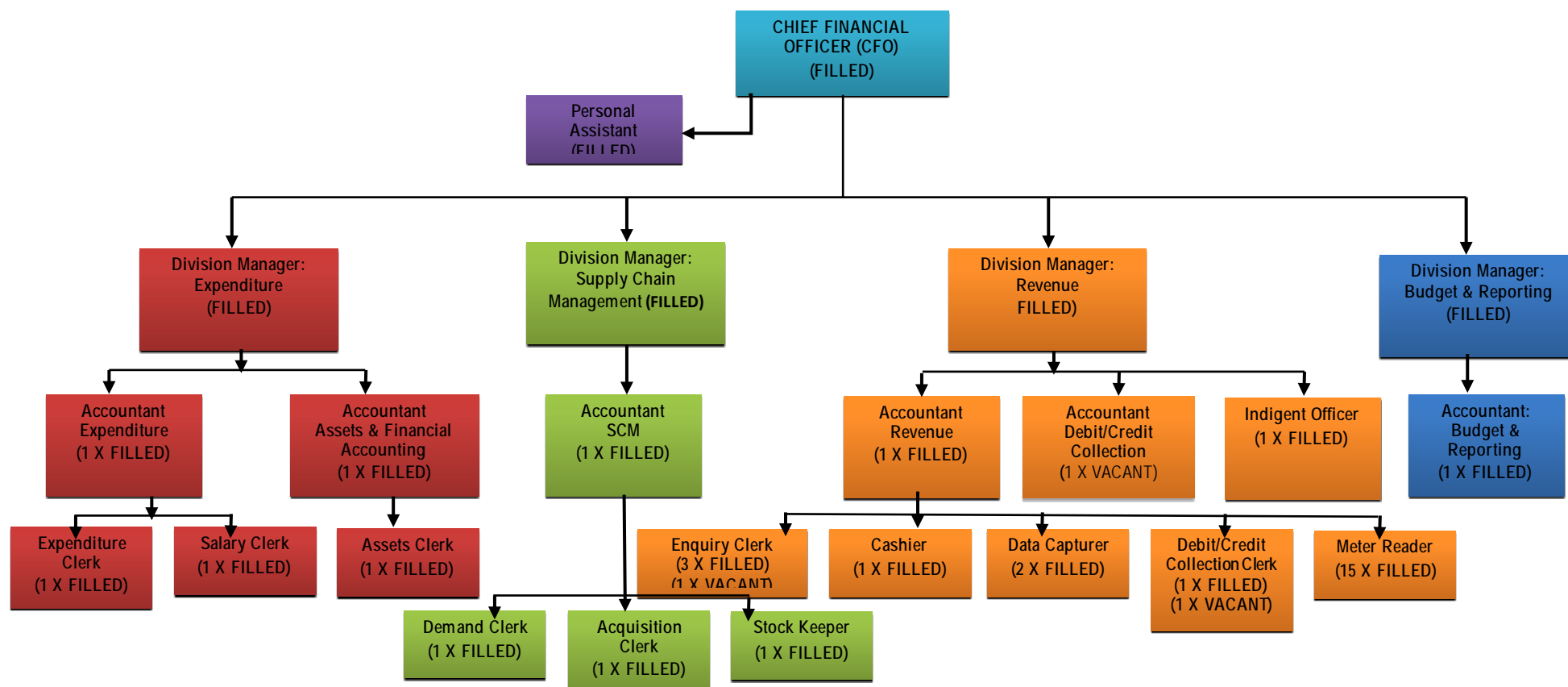


DIAGRAM 3.6: ORGANOGRAM – MANAGER: CORPORATE SERVICES

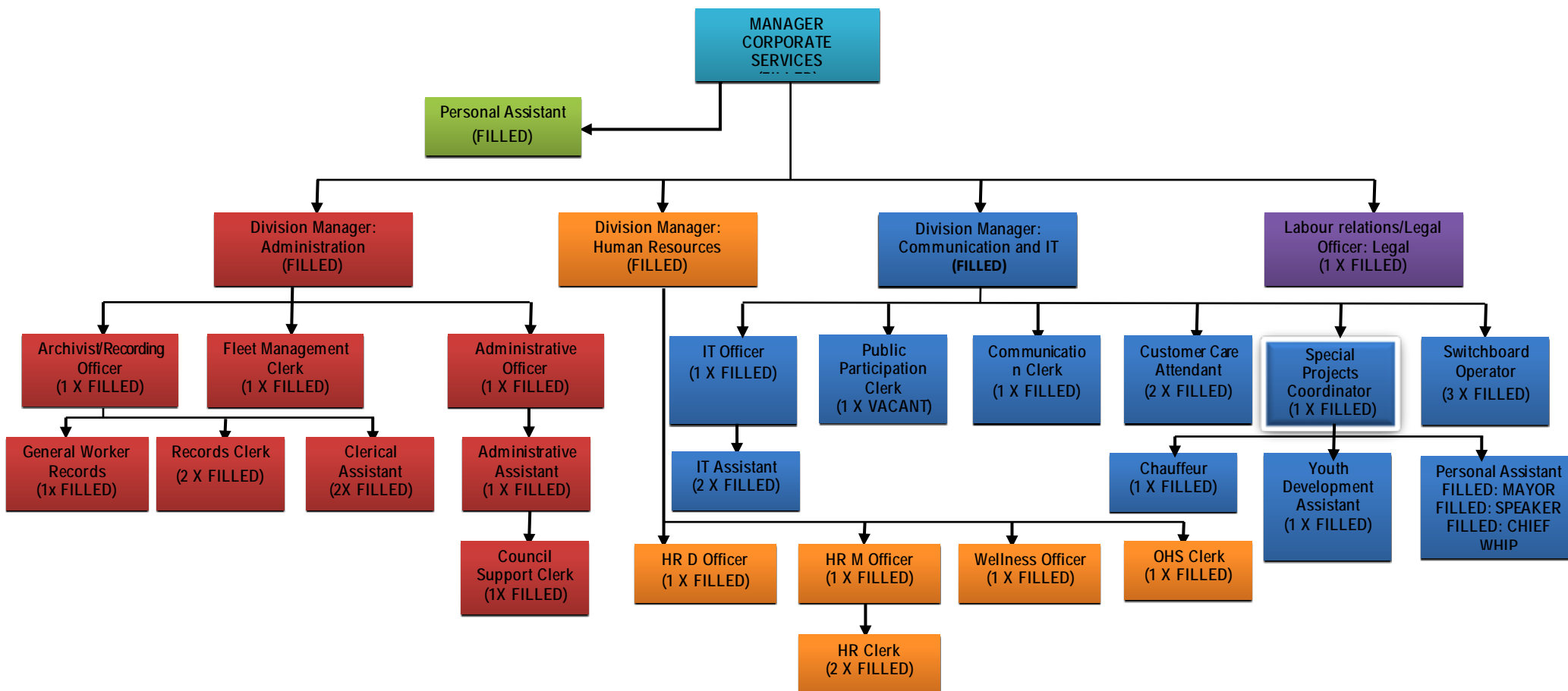
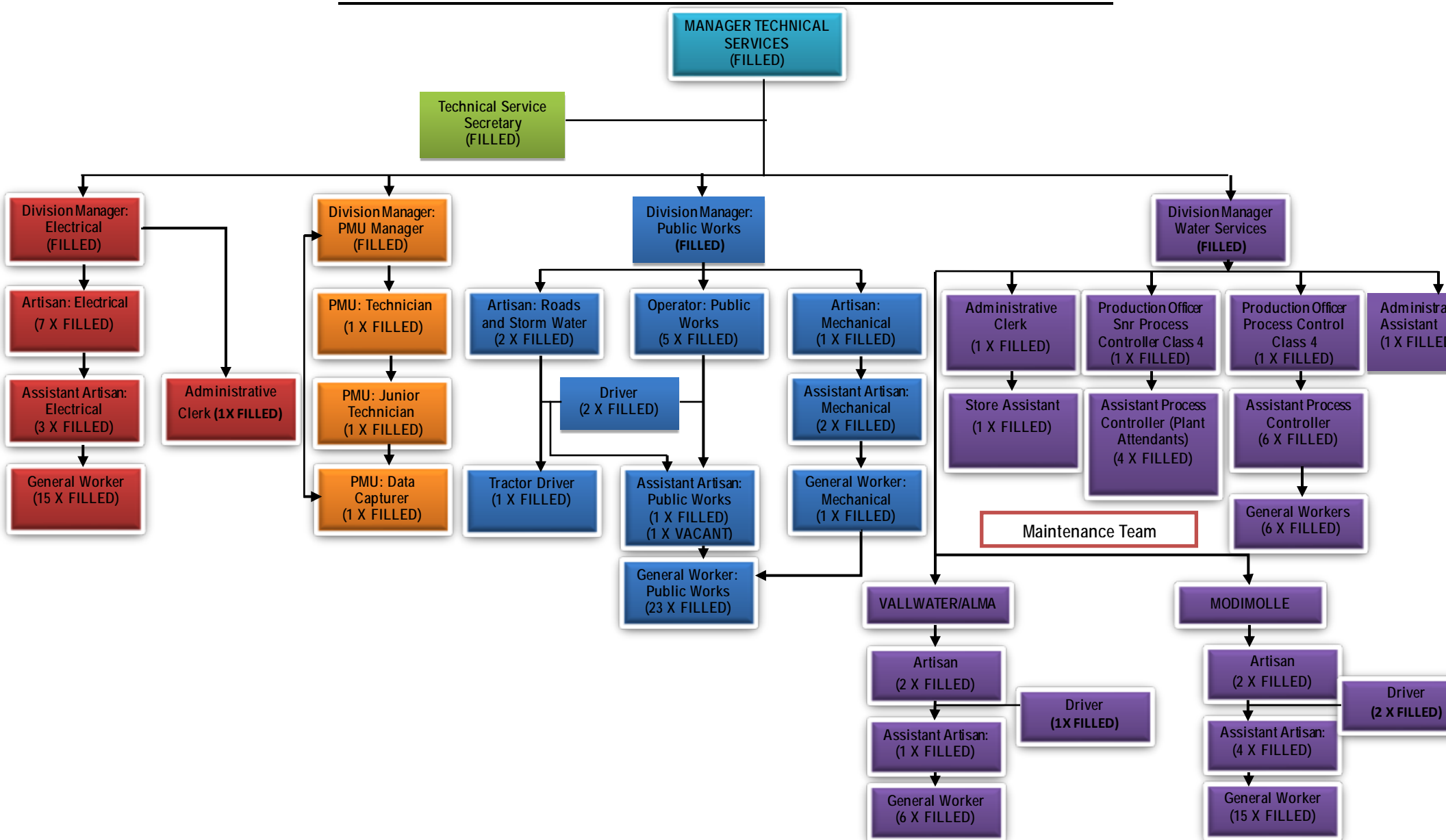


DIAGRAM 3.7: ORGANOGRAM – MANAGER: TECHNICAL SERVICES



3.7.3 MODIMOLLE VACANCY RATE

Modimolle Municipality Structure has 375 positions. 367 of the positions are filled while only 8 are vacant to ensure a full staff complement.

- ☑ Number of Filled Positions: 367
- ☑ Number of Vacant Positions: 8
- ☑ Total Number of Positions: 375

3.7.3.1 Organizational Design and Human Resource Capacity

- ☑ One (1) vacant S57 managers posts (Strategic Planning)
- ☑ Performance contracts were signed by all managers
- ☑ The Draft Organogram for June 2015 to July 2016 and is aligned to the IDP and the powers and functions of the municipality.

3.7.4 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System of Modimolle Local Municipality has its foundation in the Municipal Systems Act and has the following:

- ☑ The system is developed as required by the local government legislative framework.
- ☑ Community participation processes are planned as required.
- ☑ Key performance areas are identified as required by legislation in the context of a municipality.
- ☑ Key performance areas are aligned with vision and mission statements
- ☑ Key performance areas are evaluated in terms of institutional arrangements
- ☑ Key performance areas and indicators are developed for financial and non-financial purposes.
- ☑ The role of the mayor, municipal council, municipal manager and senior managers are identified and detailed.
- ☑ Performance reporting is conducted in order to service inter alia as an early warning system.

3.7.4.1 Performance Management System Framework

Performance Management System Framework is a strategic approach which provides a set of tools and techniques to plan regularly, monitor and measure and review performance of the organization and individuals. PMS is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set. The PMS Framework outlines the mandate of development and implementation processes. It includes legislative framework, municipal objectives, stakeholders' roles and responsibilities, process plan, planning and reporting mechanisms. MLM is now in the process of developing a fully functioning Organizational Performance Management System which will outline all planned programmes, projects/activities, set targets, timeframes and budgets in order to evaluate implementation progress. The cascading down of personal PMS is to be implemented soon.

3.7.4.2 PMS purpose and objectives

The purpose of the performance management system is to assist the municipality to manage operational functions, projects and program and ensures that set standards are met for effective service delivery. Its objectives are as follows:

- ☑ To translate councils mandate into implementable deliverables
- ☑ To improve service delivery
- ☑ To instill conscious in employees on their responsibilities and accountabilities
- ☑ To cultivate the culture of team work
- ☑ To ensure that the IDP is implemented as planned
- ☑ To ensure integration and alignment of all sphere of government and its stakeholders
- ☑ To ensure value for money

3.7.4.3 Performance Management System challenges

- ☑ PMS not implemented to levels below section 56 managers
- ☑ Lack of understanding of PMS principles by management,
- ☑ Inconsistence reporting of indicators by department.

3.7.5 SKILLS DEVELOPMENT PLAN

TABLE 3.55: SKILLS NEEDS WITHIN MUNICIPAL COUNCIL (HR IS CURRENTLY CONDUCTING SKILLS AUDIT TO IDENTIFY SKILLS NEEDS WITHIN MUNICIPAL COUNCIL)				
Basic Services delivery	LED	Financial Viability	Governance and public Partnership	Transformation and Organizational Development
<input checked="" type="checkbox"/> Water and sanitation reticulation <input checked="" type="checkbox"/> Plumbing <input checked="" type="checkbox"/> Electrical <input checked="" type="checkbox"/> Testing and monitoring condition of potable water <input checked="" type="checkbox"/> Project management <input checked="" type="checkbox"/> Refusal management <input checked="" type="checkbox"/> Substations Course <input checked="" type="checkbox"/> Management and leadership management	None	<input checked="" type="checkbox"/> Debtors Collection management <input checked="" type="checkbox"/> Asset management and reporting <input checked="" type="checkbox"/> Cost and management accounting <input checked="" type="checkbox"/> Customer care	<input checked="" type="checkbox"/> Learnership	<input checked="" type="checkbox"/> Microsoft Project <input checked="" type="checkbox"/> Building Inspector <input checked="" type="checkbox"/> Performance Management <input checked="" type="checkbox"/> Payday-Pension <input checked="" type="checkbox"/> Peer Education <input checked="" type="checkbox"/> Employment Equity <input checked="" type="checkbox"/> Records Management <input checked="" type="checkbox"/> Traffic management <input checked="" type="checkbox"/> Advance Clerical management <input checked="" type="checkbox"/> Community Development Training
Source: MLM 2014				

3.7.5.1 The Current Training and Bursary Policy in MLM provides the following support:

- ☒ External study grant,
- ☒ Study Grants for local matriculants.
- ☒ Employee study grants
- ☒ Implementation of training committee.
- ☒ Workplace Skills Development Plan was developed and submitted to LGSETA and skills audit is conducted annually.

3.7.5.2 The Workplace Skills Plan (WSP) Consists of an Annual Report & Training Plan

The Annual Report and Training Plan had been submitted to the Local Government Sector Education & Training (LGSETA) before the end of April each year. The SETA refunds the council on the training expenses incurred the previous year. See Table 3.61 and 3.62 below:

TABLE 3.56: MODIMOLLE LOCAL MUNICIPALITY TRAINING REPORT (JULY 2014 TO MARCH 2015)					
TYPE OF PROGRAMME	PROGRAMME NAME	DURATION	NO.OF EMPLOYEES	FUNDS	STATUS QUO
CERTIFICATE	Records management	2 Days	1		completed 05-06/03.2015
CERTIFICATE	MPAC (Municipal Public Accounts Committee Training)	5 DAYS	2		completed 19-23/01/2015 – group 1 16-20/02/2015- group 2
CERTIFICATE	Monitoring and Evaluation	5 DAYS	2		completed 23-27/03/2015
CERTIFICATE	Health & Hygiene training	2 Days	17		completed 05-06/03/2015
CERTIFICATE	First Aid level 2	1 Day	18		completed 13/03/2015
CERTIFICATE	Report writing	2 Days	12		completed 11-12/03/2015
CERTIFICATE	IRP5 Seminar & Training	2 Day	3		completed 26-27/03/2015
CERTIFICATE	Records management	2 Days	1		completed 05-06/03.2015
CERTIFICATE	MPAC (Municipal Public Accounts Committee Training)	5 DAYS	2		completed 19-23/01/2015 – group 1 16-20/02/2015- group 2
CERTIFICATE	Monitoring and Evaluation	5 DAYS	2		completed 23-27/03/2015

TABLE 3.57: TRAINING ON COUNCILLORS					
TYPE OF PROGRAMME	PROGRAMME NAME	DURATION	NO.OF COUNCILLORS	FUNDED	STATUS QUO
CERTIFICATE	MFMP	12 MONTHS	3	R	IN PROGRESS
CERTIFICATE	MPAC	5 DAYS	2	R	COMPLETED 19-23/01/2015 16-20/02/2015
CERTIFICATE	Monitoring and Evaluation	5 DAYS	1	R	COMPLETED 26-30/01/2015
CERTIFICATE	Councillors Development Programme	5 DAYS	6	R	COMPLETED 16-20/03/2015
TOTAL			12	R	

GRADUATIONS:

- ☒ LGAC Learner completed the programme and awaiting for the results
- ☒ Water &Waste Water Learners completed the Learnership, waiting for Graduation date.
- ☒ Councillors are still going on with the MFMP Classes with Bulgravia, 5 Modules left.

UPCOMING PROGRAMMES FOR 2015:

- ☒ WL Learnership to start as soon as the funds are deposited in our account.
- ☒ Other list of WL Learnership still to be completed.
- ☒ The compilation of WSP 2014-2015 still busy
- ☒ SALGA Trainings to be implemented 1. Project Management
- ☒ Policy and Procedure Training for Cleaners
- ☒ Risk Management for Audit

3.7.6 EMPLOYMENT EQUITY PLAN

TABLE 3.58: MODIMOLLE LOCAL MUNICIPALITY EMPLOYMENT EQUITY (A=AFRICANS, C=COLOURED, I=INDIANS, W=WHITES)											
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Legislators	3	0	0	0	1	0	0	0	0	0	4
Senior Managers	4	0	0	0	1	0	0	0	0	0	5
Divisional Managers	14	0	0	2	3	0	0	1	0	0	20
Professionally qualified and experienced specialists and middle management	15	0	0	0	6	0	0	0	0	0	21
Skilled Technicians & academically qualified workers, junior management, supervisors, foremen and superintendent	98	0	0	4	35	1	0	4	0	0	143
Semi skilled and discretionary decision making	20	0	0	2	14	0	0	0	0	0	36
Unskilled and defined decision making	115	0	0	1	26	0	0	0	0	0	142
Total permanent employees	269	0	0	9	86	1	1	5	0	0	371
Temporary employees	103	0	0	0	74	0	0	1	0	0	178
GRAND TOTAL	372	0	0	9	160	1	1	6	0	0	549
Disability(Clerks)					2						2
Source: Payday System 2014/2015											

3.7.6.1 Employment Equity:

- ☒ MLM has an approved Employment Equity Plan, which focuses on addressing issues of equitable representation for both gender groups and disabled people.
- ☒ MLM has 1 S56 Female (There is one female from the four posts for Section 56 Managers; and 4 female and 16 male divisional managers. An annual report is submitted to the Department of Labour and challenges remain in reaching the targets set to appoint disabled person.

3.7.6.2 Employment Equity Challenges

- ☒ None attendance of members; cause of lack of morale and less impact of it at the municipality.
- ☒ MLM to build offices which will accommodate the disable people.

3.7.7 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT PLAN

3.7.7.1 Performance Management Plan

The schedule on the PMS in the implementation phase and PMS Framework outlines the importance of the municipality having proper performance management systems in place.

3.7.7.2 Work Skills Development Plan (WSDP)

The WSDP will ensure investment in Human capital. It is the important tool that the municipality must develop to ensure that indeed the implementation of programme and the smooth running of the administration take place. It ensures that proper skilling of personnel relevant to the market is provided for. It is as well imperative that the municipality is engage accredited institution with national standards requirements so that proper training is acquired by personnel to perform their tasks efficiently and communities realize value for money in the process of service delivery.

The Service Delivery Budget & Implementation Plan (SDBIP) and the Performance Management System (PMS) must inform the skills Development Plan. The two monitoring and evaluation systems must determine reasons for under performance and make necessary recommendations to the Human Resource department on what skills are needed to ensure the implementation process is executed as intended.

3.7.8 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT CHALLENGES

The Risk Strategy and Policy are in place. A risk management plan has been developed and most IDP objectives are at the risk of not being implemented as intended due to the following:

- ☒ Lack of budget, Lack of technical personnel,
- ☒ Inadequate organizational design, Lack of skills and training,
- ☒ Negative environmental impact, Dilapidated infrastructure,
- ☒ Lack of economic growth due to infrastructure capacity, and
- ☒ Lack of management of personnel's movement, Poor attendance of training sessions
- ☒ Inadequate Budget for Skills Development, Market Related Remunerations
- ☒ No Individual Performance Management, Lack of Offices
- ☒ Failure to adhere to approved schedule for both EXCO and Council meetings
- ☒ Leave preapproval versus actual capturing, Lack of staff in PMS and Communication
- ☒ No succession plan in place
- ☒ Inadequate staff: Currently vacancies are filled in terms of HR Policies on staffing.
- ☒ The improper implementation of policies due to lack of understanding and awareness of these policies are addressed at Heads' of Department meetings (management meeting) and training interventions.

3.7.8.1 Disabled employees:

The municipality is not in a position yet to provide appropriate infrastructure that meets the occupational health required standards due to financial constraints. This will be attended to in future.

3.7.8.2 Staff retention strategy:

A draft staff retention strategy is in place. The municipality is experiencing a high staff turnover of critical posts. These employees will resign after being with the municipality for a short period of time. It is usually staff with critical skills will move to better paid posts elsewhere.

3.8 SWOT ANALYSIS

A SWOT analysis is often conducted as a major part of a situation analysis. SWOT is an acronym that refers to Strengths, Weaknesses, Opportunities and Threats. The information that was used to perform this process of analysis was based on the IDP status quo analysis, SWOT analysis and the identification of key strategic priorities within the Modimolle Municipality.

TABLE 3.59: ELEMENTS OF SWOT ANALYSIS	
STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ☑ Ability to provide basic services (very low backlog) ☑ Revenue collection (debt collection, water and electricity losses) ☑ Curbing on water loses (which is at less than 10%) ☑ Functional council and its committees ☑ Clean Town 	<ul style="list-style-type: none"> ☑ Ageing infrastructure (basic services and vehicles) – asset management ☑ Project Management ☑ Ownership of land for development ☑ Institutional capacity (skills, competency, systems, office space, monitoring of illegal connections) ☑ No dedicated Tourism officer ☑ Discipline ☑ Record Keeping ☑ Narrowed Organizational Structure ☑ Availability of middle income housing ☑ Grant dependency ☑ Internal and external communication ☑ Planning systems to assist management decisions ☑ HR policies e.g. Temporary employees ☑ Shortage of staff ☑ Vacancy of critical positions ☑ Implementation and cascading of PMS ☑ Alignment between IDP, Budget and PMS ☑ Hazardous waste landfill site ☑ Internal controls ☑ No Procedure Manuals ☑ Risk Management ☑ Marketing ☑ MIG spending ☑ Ageing workforce ☑ Audit Opinion ☑ Inability to collect revenue from Government Departments
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ☑ Preferred retirement zone ☑ Sharing of best practices from District Municipality ☑ Gateway to Limpopo (Exposure, economic gain) – trade route ☑ Eco-Tourism hub ☑ Agriculture ☑ Low crime rate ☑ Tourism Facilities ☑ Resident Accountant ☑ World Biosphere in Mabatlane ☑ Grant Funding 	<ul style="list-style-type: none"> ☑ Magalies Water under supply (bulk water supply) ☑ Illegal connections on electricity ☑ Investors and local people going to Lephalale and other growth areas ☑ Illegal occupation of RDP due to lengthy un-occupied RDP houses in certain areas ☑ Selling of RDP houses due ☑ Theft and vandalism ☑ High Illiteracy ☑ Poor condition of District and Provincial Roads ☑ HIV and AIDS ☑ Unemployment ☑ Land invasions ☑ Poor Revenue collection (debt collection, water and electricity losses)

3.9 DISASTER AND RISK MANAGEMENT

Disaster management is a district function. The Waterberg District Municipality has compiled and adopted a disaster management plan. The plan is presented here insofar as Modimolle Municipality fits into the overall plan.

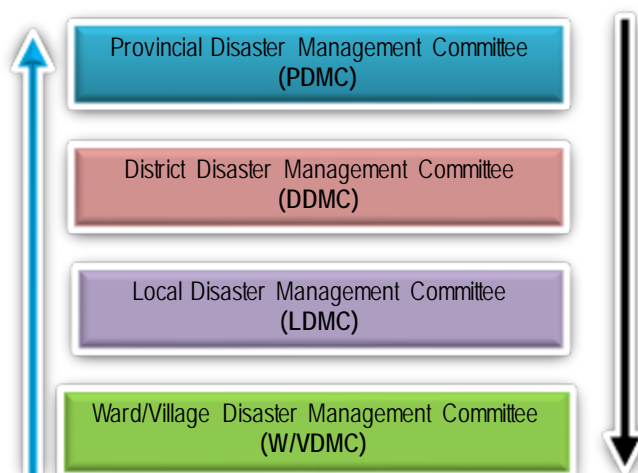
District Disaster Institutional arrangements.

- ☑ Waterberg District Municipality consists of (six) local municipalities;
- ☑ The District Disaster Management Committee (DDMC) was established and is followed by the establishment of 6 (six) Local Disaster Management Committees (LDMC's);
- ☑ Provision is made within the district budget to cater for disaster situations (i.e.R1 million) and;

- ☑ The two-way disaster radio is installed in the district office to link with provincial disaster office and the locals. The radio/office is operated for 24 hours, 7 days per week in terms of addressing disaster issues.

Structures-Line of communication on responding to disaster situation.

- ☑ Bottom-Top response communication lines or channels will be affected for responding to disaster situations.
- ☑ All structures will be fully staffed and equipped with two-way radios to enable them to operate for 24 hours, 7 days per week
- ☑ Most important stakeholders within the District
- ☑ Six local municipalities;
- ☑ SANDF and SAPS;
- ☑ All government departments;
- ☑ Voluntary Organisations (i.e. Red cross, etc.); and
- ☑ Private sector (e.g. NGO, CBO, etc.)
- ☑ Specific locations/communities at risk within Modimolle



The Modimolle Local Municipality has developed and adopted the Disaster Management Plan. The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It is also aimed at providing an enabling environment for disaster management in the municipal areas - Promote proactive disaster management through risk reduction programmes, promote co-operative relationships between all spheres of government in case of emergency incidences

3.9.1 LEGISLATIVE FRAMEWORK

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996):

- ☑ Section 152(1) (d) requires local government to ensure a safe and healthy environment. Municipal Systems Act, 2000 (Act 32 of 2000) section 26(g), compels each municipality to develop a Disaster Management Plan as part of an Integrated Development Plan.

Disaster Management Act, 2002 (Act 57 of 2002 section 52 and 53):

- ☑ Also compels the municipality to develop its own plan, and
- ☑ Also stipulates the requirements of the Disaster Management Plan.

3.9.2 STRATEGIC OBJECTIVES

- ☑ To identify and prioritize risks and hazards
- ☑ To identify communities at risks and reduce their vulnerability
- ☑ To develop options for treating priority risks
- ☑ To develop contingency and preparedness plans for responding to disaster or incidents
- ☑ Training and awareness for key stakeholders and the communities

3.9.3 PURPOSE OF THE DISASTER MANAGEMENT PLAN

The purpose of the MLM Disaster Management Plan is:

- ☑ To document the institutional arrangements for Disaster risk Management Planning
- ☑ To assign primary and secondary responsibilities for priority disaster risks posing a threat in the Modimolle Local Municipality
- ☑ To establish operational procedures for disaster risk reduction planning as well as the emergency procedure in the event of a disaster occurring or threatening to occur in council's area
- ☑ To facilitate an integrated and coordinated approach to disaster risk management
- ☑ To establish risk reduction, resilience building
- ☑ Develop adequate capabilities for readiness, and effective and rapid response and recovery.

Key Performance Areas/Aims:

- ☑ Institutional capacity
- ☑ Disaster Risk Identification and Assessment
- ☑ Disaster Risk Reduction
- ☑ Knowledge management
- ☑ Response, recovery, rehabilitation and reconstruction.

Enablers/Programmes:

- ☒ Information Management and Communication
- ☒ Education, Training, Public Awareness and Research
- ☒ Funding Arrangements for Disaster Risk Management

Required Collaboration:

On receipt of early warning or significant event or incident:

- ☒ Immediately notify Disaster Management Centre
- ☒ Establish Joint Operational Centre
- ☒ Inform the Executive Mayor and the Municipal Manager
- ☒ Inform the Directors relevant to the incidents
- ☒ Ensure representation in the JOC of key Directorate or agencies such as:
 - ✓ WDM Disaster Management Centre
 - ✓ Fire Services
 - ✓ Emergency Medical Rescue Services
 - ✓ Traffic Services
 - ✓ South African Police Service (SAPS).

3.9.4 MODIMOLLE RISK PROFILE:

Disaster management is a cross-sectorial task which relates to a wide range of sectors and aspects such as avoiding settlements or investment in high risk locations, construction technologies, water management, health services etc. It is therefore not an issue that can be dealt with by a special project, but it requires compliance of any development's measures with basic principles of disaster prevention and mitigation.

Rather than taking any possible disaster into consideration, one has to focus on risks which are very likely and which justify the efforts of preparedness. Modimolle Municipality is prone to disasters that emanate from veldt and informal settlements fires, floods, drought epidemics etc. Table 3.60 and Figure 3.14, hereunder outlines the risk profile of the municipality:-

According to Figure 3.14, Modimolle is prone to high risk hazards which emanate from veldt and informal settlements fires. They contribute 15,46% of disasters in Modimolle. Floods and Epidemic/Diseases are medium risks, both contributing 13,10% and 10,75% respectively.

Poverty, health and basic services are the main contributors to the high vulnerability of people and are a higher priority in all local municipalities. Appropriate poverty alleviation programmes and infrastructure risk reduction projects are deemed necessary to reduce the vulnerability of communities and to build community resilience to cope with disasters

TABLE 3.60: HAZARD IDENTIFICATION MODIMOLLE	
TYPES OF RISK	PRIORITY
Floods	2
Dams	2
Drought	2
Rock falls	3
Extreme Weather	3
Veld fires	1
Epidemics	2
Water Pollution	2
HAZMAT	2
Road accidents	3
Airports	3
Alcohol and drugs	3
1	HIGH
2	MEDIUM
3	LOW
	NOT INDICATED

3.9.5 RISK MANAGEMENT COMMITTEE:

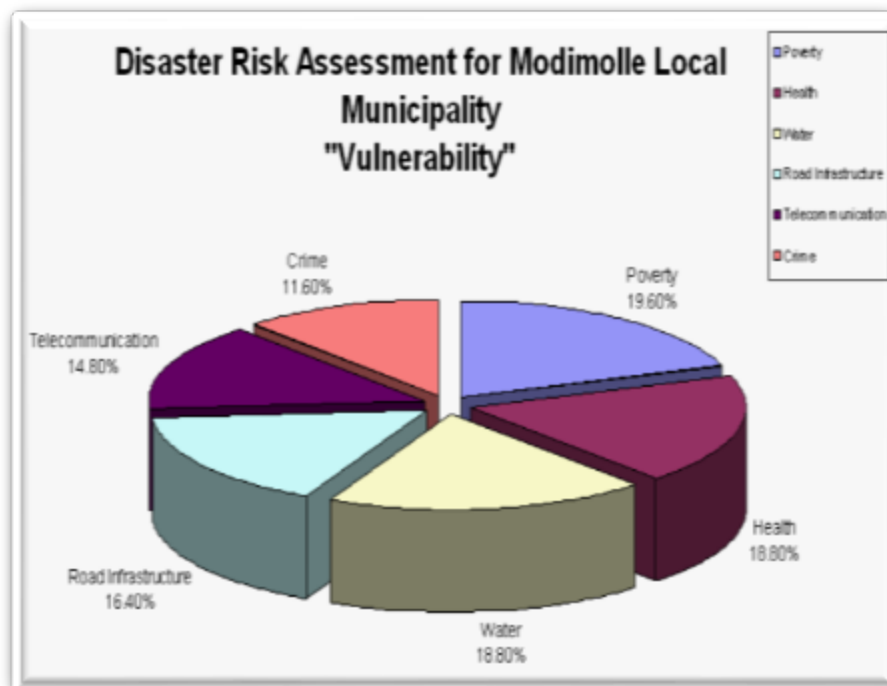
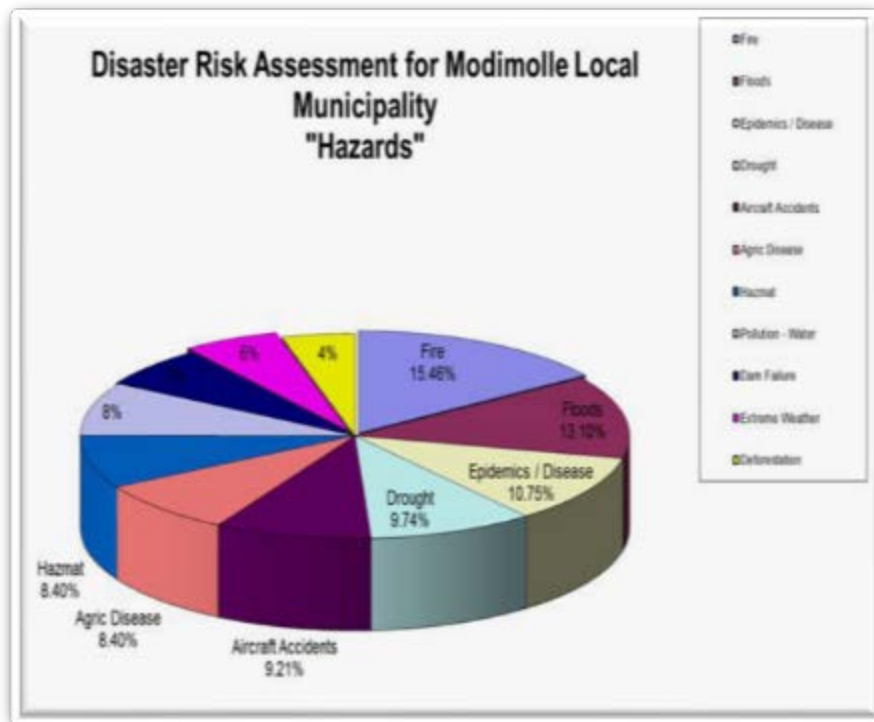
Internal Audit Unit is responsible for risk function. Risk committee has been established and is functional. No dedicated or full time personnel for risk management functions.

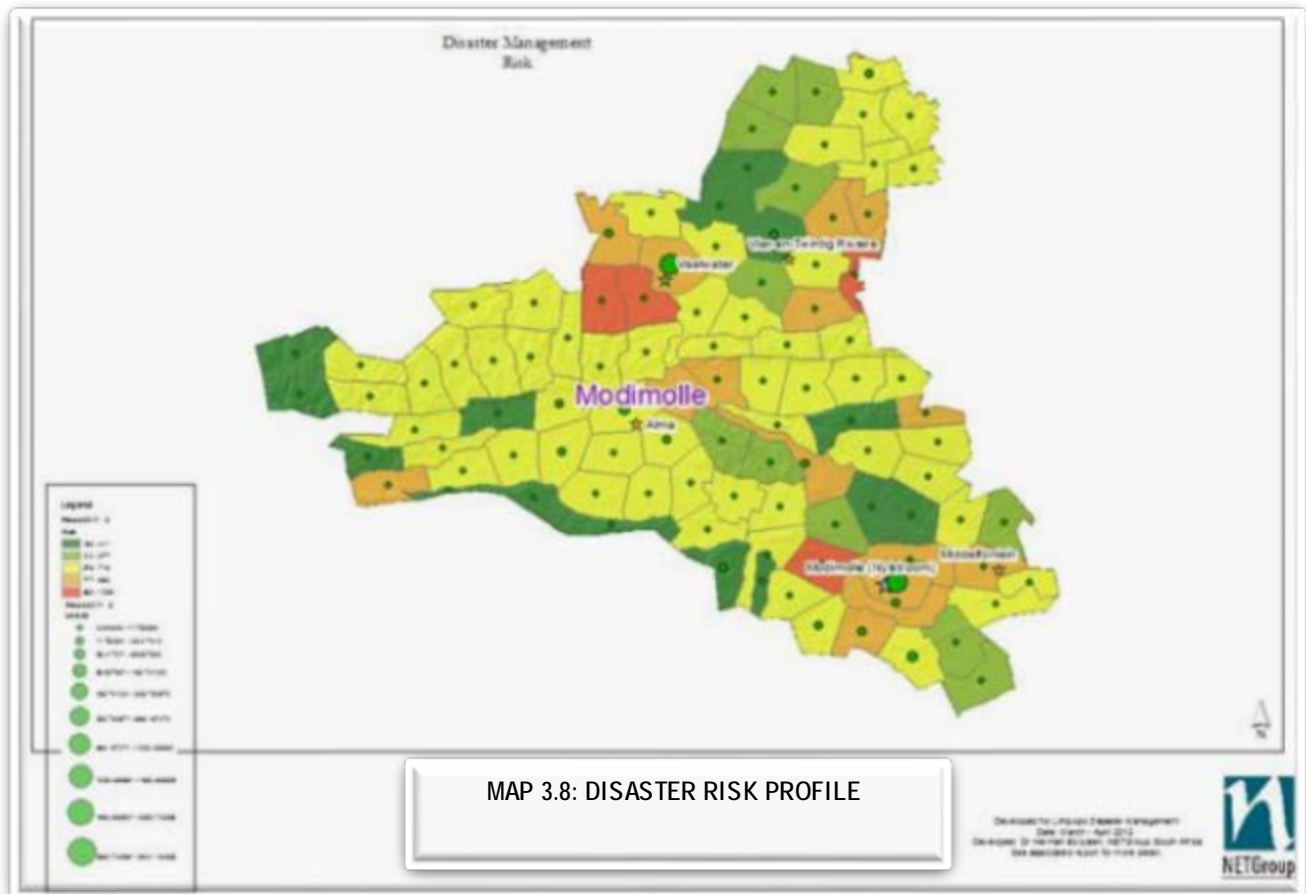
3.9.6 DISASTER MANAGEMENT CHALLENGES

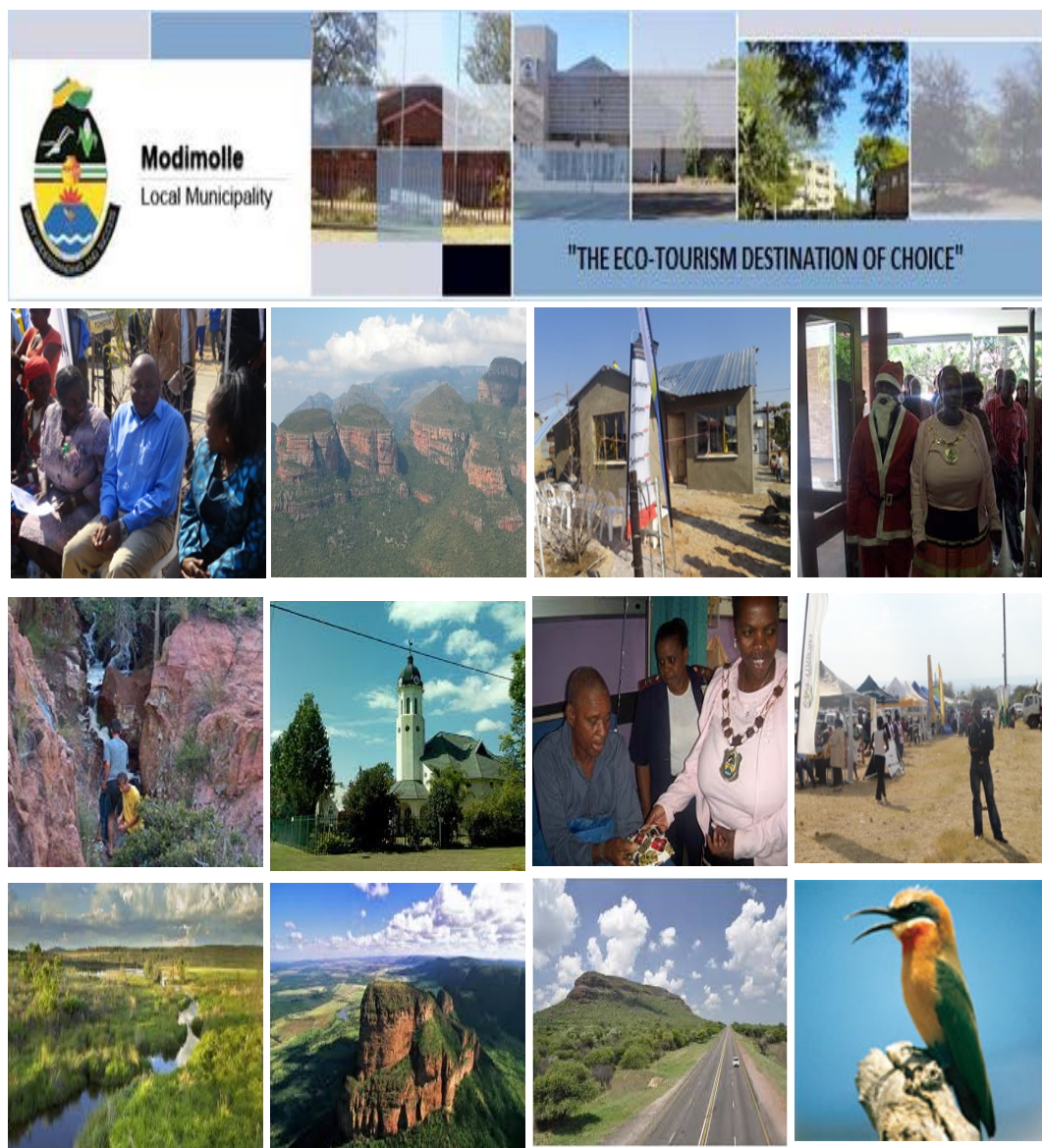
The municipality does not have a staffed disaster management unit

3.9.7 RISK MANAGEMENT CHALLENGES

- ☒ No dedicated personnel in risk unit only a temporary employee reporting to Internal Audit
- ☒ Lack of understanding of risk management by some managers.
- ☒ No Accounting Officer to oversee Risk Management functions.
- ☒ No commitment from managers on risk management issues.
- ☒ Wrong perceptions
- ☒ Nonfunctional Risk Committee due to non-attendance and commitment on risk matters by management







C H A P T E R

MUNICIPAL PRIORITIES

4

4.1 MUNICIPAL PRIORITY ISSUES

After consideration of all issues as raised by communities and developmental challenges faced by the Municipality, the following are priorities of the Municipality. These priorities guide the allocation of resources from time to time as per IDP/Budget review cycles. In order to facilitate forward planning the Municipality has developed priorities per service need. These help the Municipality to plan ahead. See point 4.1 below. The following is a list of Municipal priority issues:

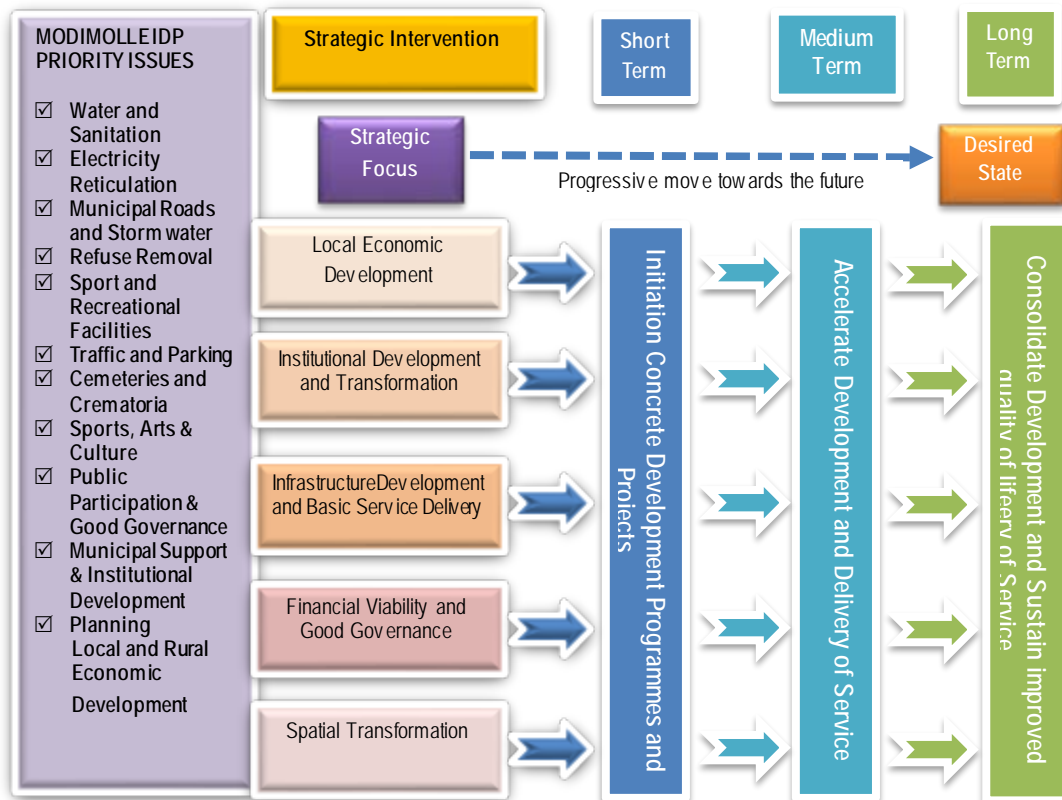
TABLE 4.1: MUNICIPAL PRIORITIES		
NO.	ISSUES/NEEDS	
1.	Water and Sanitation	<input checked="" type="checkbox"/> To ensure that all households in formal and informal settlements in the Municipal area have access to basic level of water and sanitation <input checked="" type="checkbox"/> To ensure that farms have access to water source <input checked="" type="checkbox"/> To ensure that all (100%) of registered indigents have access to free basic services
2.	Electricity Reticulation	<input checked="" type="checkbox"/> To increase access to electricity and ensure that all households in the Modimolle Municipal area have access to electricity.
3.	Municipal Roads and Storm water	<input checked="" type="checkbox"/> To ensure that internal roads in the Modimolle municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality <input checked="" type="checkbox"/> To provide a safe environment for all road users
4.	Refuse Removal	<input checked="" type="checkbox"/> To ensure that all households in urban areas have access to waste removal according to waste removal standards and good waste management in the municipal area by June 2015
5.	Sport and Recreational Facilities	<input checked="" type="checkbox"/> To ensure access to quality sport and recreational in the Modimolle municipal area
6.	Traffic and Parking	<input checked="" type="checkbox"/> To ensure effective traffic management and parking in the Modimolle municipal area
7.	Cemeteries and Crematoria	<input checked="" type="checkbox"/> To ensure that there is sufficient burial space and effective management of cemeteries in the Modimolle Municipal area
8.	Sports, Arts & Culture	<input checked="" type="checkbox"/> To ensure access to quality sport and recreational in the Modimolle municipal area
9.	Public Participation & Good Governance	<input checked="" type="checkbox"/> Strengthen & Improve Communication internally and externally <input checked="" type="checkbox"/> Ensure Zero tolerance fraud and corruption <input checked="" type="checkbox"/> Improve current customer satisfaction <input checked="" type="checkbox"/> To monitor, evaluate and improve the financial viability of the Modimolle.
10.	Municipal Support & Institutional Development	<input checked="" type="checkbox"/> To facilitate institutional transformation and development in the Modimolle local municipality <input checked="" type="checkbox"/> To ensure that the municipality has in place all the relevant prescribed policies and by-laws
11.	Planning	<input checked="" type="checkbox"/> To ensure an effective Planning that will promote proper spatial planning to address sustainable development and social cohesion <input checked="" type="checkbox"/> To enhance land planning and property management <input checked="" type="checkbox"/> To promote harmonious & coordinated land uses to achieve sustainable environment
12.	Local and Rural Economic Development	<input checked="" type="checkbox"/> To create an environment conducive for investment and increased economic activity in the municipal area <input checked="" type="checkbox"/> Creating job opportunities through facilitation of business development <input checked="" type="checkbox"/> To increase agriculture production and processing <input checked="" type="checkbox"/> Stimulate and facilitate sustainable tourism <input checked="" type="checkbox"/> To upgrade the informal sector <input checked="" type="checkbox"/> To market the municipality and its opportunities that it offers

Table 4.2: below outlines the Municipal priorities in terms of their respective KPA's and ratings, allocation of resources for implementations purposes.

TABLE 4.2: IDENTIFICATION OF PRIORITY NEEDS PER KPA		
KEY PERFORMANCE AREA (KPA)	RATING	KEY PERFORMANCE INDICATOR (KPI)
KPA 1: Infrastructure Development and Basic Service Delivery	5	<input checked="" type="checkbox"/> Water & sanitation <input checked="" type="checkbox"/> Electricity <input checked="" type="checkbox"/> Solid waste/Refuse Removal <input checked="" type="checkbox"/> Cemetery <input checked="" type="checkbox"/> Roads & storm water <input checked="" type="checkbox"/> Cemeteries and Crematoria <input checked="" type="checkbox"/> Sports, Arts & Culture <input checked="" type="checkbox"/> Traffic Control <input checked="" type="checkbox"/> Local Sports and Recreation Facilities
KPA 4: Institutional Development and Transformation	3	<input checked="" type="checkbox"/> Review of Organogram, <input checked="" type="checkbox"/> New posts' Job Descriptions <input checked="" type="checkbox"/> Recruitment & selection <input checked="" type="checkbox"/> Succession plan and appointments <input checked="" type="checkbox"/> Development of Public Participation strategy
KPA 3: Financial Viability	5	<input checked="" type="checkbox"/> Establishment of financial system to ensure GRAP compliance
KPA 2: Local Economic Development	2	<input checked="" type="checkbox"/> Conceptualization of Local Economic Development
KPA 6: Spatial Rational	1	<input checked="" type="checkbox"/> Application of Land use strategies/policies
KPA 5: Good Governance and Public participation	4	<input checked="" type="checkbox"/> Clean Audit <input checked="" type="checkbox"/> Public participation
RATINGS 5: MOST PRIORITIZED; 4: SECOND PRIORITY; 3: THIRD PRIORITY; 2: FOURTH PRIORITY; 1: FIFTH PRIORITY		

4.1.1 DESIRED STATE

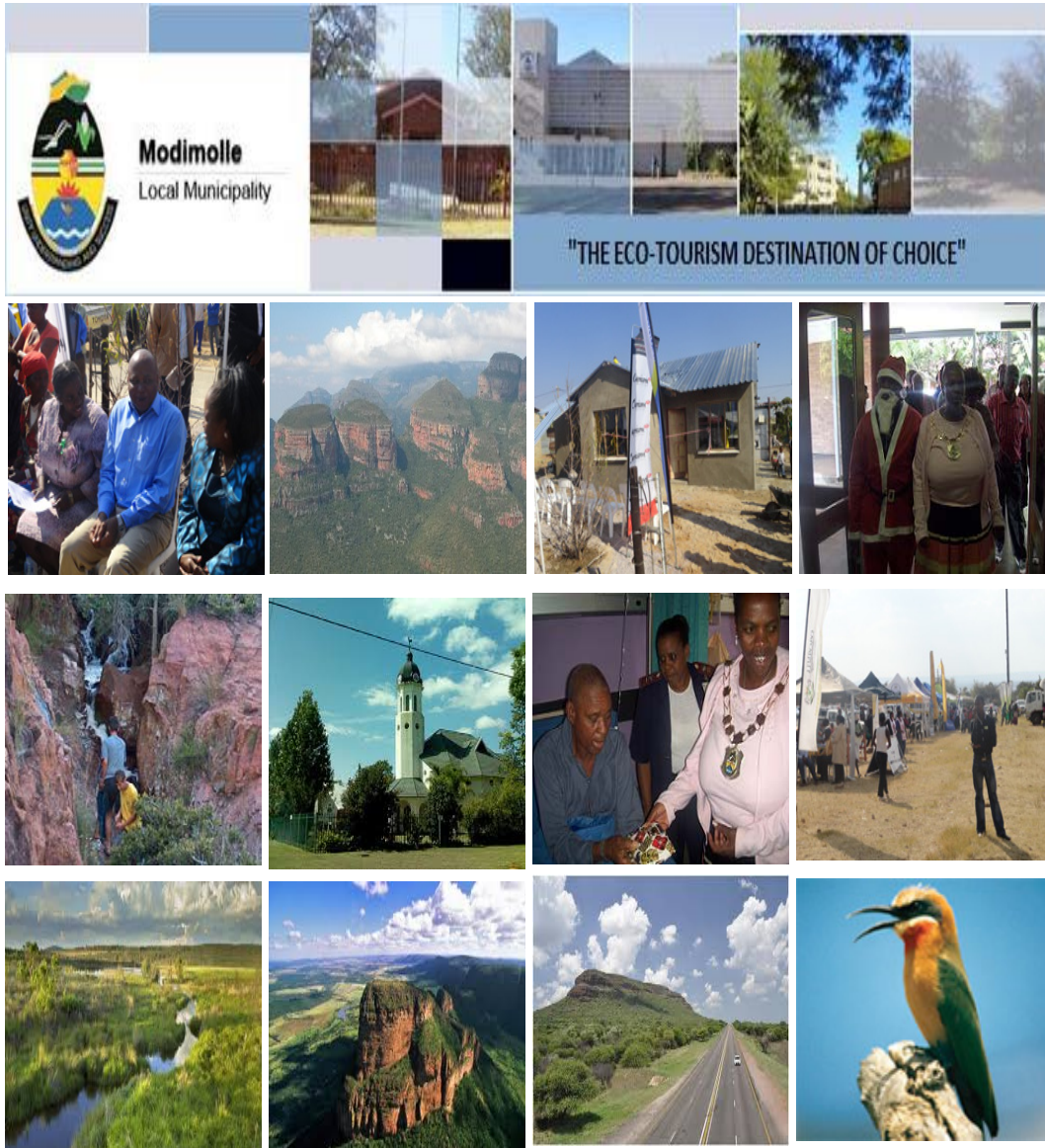
Modimolle is committed as the municipality to change the lives of our communities and also strive to render the quality of services socially, economically and environmentally sustainable. The following (Figure 4.1) highlight the process to embark in order to achieve a sustainable and improved quality of life for the community of Modimolle Municipal area.



4.2 COMMUNITY ISSUES AND NEEDS:

The consolidated priorities and their ranking from a Community Perspective forwarded during Public Participation held in November 2013 are outlined on Table 4.3 below:.. Community issues per Wards

TABLE 4.3: MODIMOLLE MUNICIPALITY PRIORITY ISSUES										
No.	PRIORITY ISSUE	AFFECTED WARDS								
1.	Need for Water	1	2	3	4	5	6	7	8	9
2.	Need for Electricity	1	2	3	4	5	6	7	8	9
3.	Installation and Upgrading Street Lights	1		3	4	5	6	7	8	9
4.	Need for Land	1	2	3	4	5	6	7	8	9
5.	Development and Upgrading of Parks	1	2	3	4	5	6	7	8	9
6.	Development and Upgrading of Storm Water Control	1	2	3	4	5	6	7	8	9
7.	Development Church sites								8	
8.	Development Crèche site									
9.	Development RDP Houses	1	2	3		5	6	7		
10.	Development Middle Income Houses	1	2	3	4	5	6	7	8	9
11.	Township Establishment	1	2	3		5	6	7		9
12.	Building and Upgrading of Community Halls	1	2	3	4	5	6	7	8	9
13.	Development and Upgrading of Libraries	1	2	3	4				8	
14.	Household Dustbins	1	2	3		5	6	7		9
15.	Yellow bins	1	2	3	4	5	6	7	8	9
16.	Allocation and Renaming of Street Names	1	2	3	4	5	6	7	8	9
17.	Upgrading and Paving of Streets	1	2	3	4	5	6	7	8	9
18.	Paving of Internal Streets at the Cemeteries	1		3	4	5	6	7	8	9
19.	Building of ablution block opposite Shoprite complex								8	
20.	New Landfill site	1		3	4	5	6	7	8	9
21.	Satellite Police Station	1		3						
22.	Satellite Fire Station	1								
23.	Roads & Storm Water Channels	1	2	3	4	5	6	7	8	9
24.	Upgrading of Roads at Indian Town and Industrial area								8	
25.	Building of Wall and Bridge from Ext 10 to Ext 9					5				
26.	JoJo Tanks			3						
27.	Development and upgrading of Sewer Plants	1		3	4	5	6	7	8	9
28.	Fencing and Development of Modimolle Town Dam								8	
29.	Need for High Light Mast					5		7		9
30.	Need for Water Reticulation	1	2	3	4	5	6	7	8	9
31.	Installation of Solar Geysers in every household	1	2	3	4	5	6	7	8	9
32.	Developing and upgrading of Sports Facilities	1	2	3	4	5	6	7	8	9



C H A P T E R

STRATEGIC OBJECTIVES

5

5.1 STRATEGIC OBJECTIVES

This section of the IDP presents objectives and strategies of the municipality. The objectives are statements which the municipality would like to achieve in the short, medium and long term, in order to address the key challenges identified in situation analysis. For the municipality to achieve its vision it must formulate developmental strategies which provide answers to how the municipality will reach its objectives. The objectives and strategies are drafted per priority issues as identified in the document.

5.2 MUNICIPAL VISION, MISSION STATEMENT AND CORE VALUES:

5.2.1 Vision Statement

A vision provides a compelling picture or view of the picture; it directs the endeavors of the organization and the people associated with it to be become motivated and work towards creating the idealized picture. The new vision of Modimolle was developed during the February 2012 and adopted by the IDP Representative Forum. The purpose of this revision was to ensure that it is appropriate, considering the development plans for the municipality and that it is aligned to the national vision for 2030

"The eco-tourism destination of choice"

5.2.2 Mission Statement:

The mission of the municipality should address the objects of local government as stipulated in Section 152 of the Constitution indicating that a municipality must be based on democratic and accountable governance, sustainable, services, social and economic development, safe and healthy environment and community involvement. The mission must also support the key requirements of the Municipal System Act

"To provide sustainable affordable services to the community of Modimolle through efficient administration of resources"

5.2.3 Municipal Core Values:

The Modimolle Local Municipality is guided and committed to the following core values:

TABLE 5.1: MUNICIPAL VALUES	
VALUES	DESCRIPTION
Integrity	Always striving to have courtesy, dignity and honest our dealings
Services Excellence	Provision of first class services which reflect value for money
Consultation	Consult with community and other stakeholders on decision making
Commitment	Committed to pledge (deliver on what is promised)
Transparency	Openness in dealing with the community and giving necessary information

5.3 STRATEGIC OBJECTIVES AND OUTCOMES

The following long term strategic objectives have been distilled from the situational and SWOT analysis as well as the stakeholder consultation process.

TABLE 5.2: MUNICIPAL STRATEGIC OBJECTIVE AND OUTCOMES	
STRATEGIC OBJECTIVE	OUTCOME
Promote the welfare of the community	Healthy and good living conditions
Promote integrated spatial planning	Sustainable communities
Promote and encourage sustainable economic environment	Prosperous community
To improve financial viability	Financial sustainability
Promote accountable, efficient and transparent administration	Improved employee satisfaction and increased productivity
Uphold good governance and public participation principles	Good governance

5.4 DEVELOPMENTAL STRATEGIES

5.4.1 Spatial Rationale

Modimolle Local Municipality seeks to conduct a land audit study to determine the availability of land for development. Modimolle Municipality must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. To achieve the objectives of economic growth through competitiveness on the one hand and employment generation and income redistribution as a result of

this growth on the other, South Africa's small micro and medium sized enterprise (SMME) economic model has been actively promoted since 1995.

Flowing from above, it is anticipated that the above will optimise economic growth and thereby reduce unemployment within the municipal area. Hence, spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality.

KEY PERFORMANCE AREA 1: SPATIAL RATIONALE				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Promote integrated spatial planning	Land Audit	To enhance land planning and property management	SR 1	Conduct a land audit
	SDF	To ensure effective management of current and desirable land uses	SR 2	Review the SDF
	LUMS	To promote harmonious & coordinated land uses to achieve sustainable environment	SR3	Review the LUMS wall to wall
	GIS	To ensure that all GIS data is accessible and readily available to the municipal departments in a sustainable manner	SR 4	Develop a functional GIS
	Land Disposal	To provide for a coherent policy for the disposal of municipal owned	SR 5	Develop a land disposal policy
	Land Audit	To enhance land planning and property management	SR 1	Conduct a land audit

5.4.2 Basic Services Delivery

The scourge of HIV/AIDS has an impact on both the delivery of services and prosperity, as well as the sustainability of communities. To this end the focus should be focussed on HIV/AIDS. The impact that sexually transmitted diseases and tuberculosis are having on the quality of life of communities cannot be negated, and as a result thereof the definition and focus of health provisioning is now focusing on HAST to be more inclusive of the aforementioned diseases. Modimolle Municipality needs to strive to play a significant role to prevent the spread of the HAST as it has a direct impact on the welfare of its communities. Hence, focus should be given to activities that should be aimed at and focused on reducing the infection and prevalence rate of these maladies.

It is therefore critical to identify and appraise development programmes that support sustainable livelihoods and social environment within which the communities exist and that the municipality should play an active role in facilitation and roll-out of such programmes. Modimolle Municipality should engage in meaningful dialogues with the Youth about how to address underlying social, economic and environmental factors that perpetuate poverty and how mechanisms can be developed to address identified issues. The municipality should further mobilise support and collaborate with sector departments to address cross-cutting issues within the municipality.

KEY PERFORMANCE AREA 2: BASIC SERVICES DELIVERY				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Promote the welfare of the community	Water	To increase bulk and supply storage capacity	BS 1	Conduct a feasibility study to identify and develop alternative water sources
	Electricity	To increase access to electricity	BS 2	Deliver household reticulation by 2016
	Roads	Improve accessibility in all wards	BS 3	Upgrading and maintenance of roads
				Construct pedestrian walk ways and bridges
	Solid waste	To keep the environment safe and clean for the community	BS 4	Increase access to basic refuse collection
	sanitation	Provide water borne sewer to all	BS 5	Increase capacity of waste water treatment works To provide water borne sewerage systems

KEY PERFORMANCE AREA 2: BASIC SERVICES DELIVERY				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Promote the welfare of the community	Cemeteries and crematoriums	To ensure that there is sufficient burial space and that cemeteries are well kept	BS 6	To develop, maintain and protect cemeteries
	Libraries	To empower the community with knowledge	BS 7	Provide library and information services to the communities
	Parks	To promote a safe and healthy environment	BS 8	Open space conservation and management
Promote the welfare of the community	Disaster management	To ensure timeously respond to disaster	BS 9	Optimized situational awareness. Real-time communication.
	Road Traffic	To provide a safe environment for all road users	BS 10	Law enforcement
	Public Lighting	To provide adequate public lighting	BS 11	Fund and roll-out public lighting programme

5.4.3 Local Economic Development

Modimolle Municipality seeks to compile programmes and formulate policies and by-laws that encourages entrepreneurship and thereby monitor and evaluate performance of the Local economy and investment trends. And also advance means to bridge the first and second economies. More investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. Design projects to include labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Ensure LED's involvement and integration of the appointment process of labourers in capital projects. Invariably the municipality will seek to develop Collaboration agreements with both public and private entities on programme implementation.

KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Promote and encourage sustainable economic environment	Job creation	Creating job opportunities through facilitation of business development	LED 1	Development of a comprehensive LED strategy
			LED 2	Establish LED forum
			LED 3	Facilitate access to enabling mechanisms for self-employment opportunities
			LED 4	Support co-operatives and SMME development
			LED 5	Improving access to start-up capital for small business
	Agriculture	To increase agriculture production and processing	LED 6	Develop partnership with all sector role players
	Tourism	Stimulate and facilitate sustainable tourism	LED 7	Establishment of public private partnership
	Informal economy	To upgrade the informal sector	LED 8	Identify & assist in finding a location for informal trading
			LED 9	Installation/ erection of new market stall
	Marketing	To market the municipality and its opportunities that it offers	LED 10	

5.4.4

Financial Viability

Modimolle Local Municipality seeks to identify potential revenue sources and also increase its own revenue through credit control and lobby for more external funding for it to create sustainable revenue base to become a tourist destination of choice. These mechanisms will therefore entail the establishment of a proper credit control unit to handle credit collection processes. Hence, the improvement on billing accuracy will need to be optimised. These efforts need to be well communicated to communities in order to secure buy-in and thereby enhancing democratic governance.

Given the complexity of the situation the municipality will need to review its credit control policy and eliminate possible gaps in the process. It is therefore critical for the Budget and Treasury department to develop business plans for projects that need funding

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and submit to WDM donor funder to lobby for funding. This will afford the municipality with an opportunity to develop and maintain the municipality for the next 5 years and beyond.

KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
To improve financial viability	Revenue enhancement	To improve revenue collection	FV 1	Develop and implement revenue enhancement strategy
			FV 2	Updating of the indigent register timeously
			FV 3	Review, adopt & implement credit control and debt collection policies
			FV 4	Reconciliation and updating of debtors information from GIS & valuation roll
	Expenditure	To ensure compliance of the MFMA in terms of section 65 & be a debt free municipality	FV 5	Strict implementation of policies and by-laws
			FV 6	Ensuring payment of suppliers/creditors timeously
	SCM/compliance Indigent register	To ensure proper SCM policy implementation	FV 7	Implement and monitor procurement plan
			FV 8	Strict adherence to timeframes and policies

5.4.5 Good Governance and Public Participation

Modimolle Municipality seeks to strengthen and effectively manage administrative and governance systems and procedures to ensure sound governance practices are adhered to. This ought to begin with the need for ensuring the full functionality of ward committee structures and public participation systems to enhance democratic governance. These will give rise to need to maximise organisational excellence and provide accountability to the community of Modimolle.

There is no doubt that major changes within the Municipality will occur in order to realise the municipal strategic intent which will have a bearing on business processes, systems and practices. Significant changes to even one of those areas require sound governance structures and leadership. Changing them simultaneously is an extraordinary task, hence it is envisaged that the municipality will in the future need to realign its processes, systems and practices to legislation and henceforth automate accordingly. Reengineering processes, systems and practices simply demonstrate the significance of continuous improvement and growth of the municipality which remains inevitable going forward.

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Uphold good governance and public participation principles	Communication	Strengthen & Improve Communication internally and externally	GG 1	Implementation of the Communication strategy and reporting lines
	Fraud and Corruption	Zero tolerance fraud and corruption	GG 2	Develop and Implement fraud & corruption plan
			GG 3	Implement risk mitigation strategy
			GG 4	Develop an action plan
	Special Programmes	To Promote youth, disabled, elderly & women through awareness campaign and support	GG 5	Facilitate awareness programmes
			GG 6	Supply funding to NGOs for counseling and support services for vulnerable groups
	Customer care	Improve current customer satisfaction	GG 7	Conduct customer satisfaction surveys
	Audit	To obtain a clean audit opinion for AG	GG 8	Develop audit plans
			GG 9	Conduct risk assessment and develop a register/plan
	Ward committees	Support and train Municipal Ward Committees and Community Development workers	GG 10	

5.4.6 Municipal Transformation and Organizational Development

Modimolle Municipality needs to acquire a highly competent workforce to successfully implement its newly developed strategic intent. In today's marketplace, an organisation needs to ensure that it has adequate human resources to accomplish its mission. Because all employers compete for employees from the same labour pool, workforce planning is therefore critical for attracting and retaining the talent needed to serve the communities. This planning will become increasingly important to Modimolle Municipality over the next coming years due to increased number of staff turnover attributed to the following internal and external factors, namely:

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- ☑ HAST (HIV AIDS, Sexually Transmitted Diseases and Tuberculosis)
- ☑ Ageing workforce
- ☑ Migration of people to big cities and/or economic high density areas i.e. Lephalale
- ☑ Lack to scarce skills required by the municipality for future survival and sustainability
- ☑ High illiteracy rate and unemployment
- ☑ Perpetual poverty
- ☑ Global warming versus change of weather patterns leading to retrenchment of employees
- ☑ Effective workforce planning entailing acquiring, developing and managing human capital is a necessary component of the municipal's strategic plan. It makes provision for a flexible and proficient workforce able to adapt to the changing needs of the municipality.

This strategy will assist the municipality to deal effectively with staffing implications of strategic and operational plans, it will have an effect on a full range of human resource activities, including recruitment, hiring, classification, compensation, and retention.

KEY PERFORMANCE AREA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT				
Strategic Goal	Key Focus Area	Strategic Objective	DS NO.	Developmental Strategies
Promote accountable, efficient and transparent administration	IDP/BUDGET	To ensure coordinated and integrated development planning	MT 1	Review and adopt a credible IDP/Budget
	Municipal Policies and By-laws	To ensure that the municipality has in place all the relevant prescribed policies and by-laws	MT 2	Conduct policy workshops internally & externally to identify gaps
			MT 3	Identify and develop the need for new policies, strategies, plans and by-laws
			MT 4	Review, adopt & implement municipal policies, strategies, plans & by-laws
	Institutional performance management	To have a fully functional OPMS	MT 5	Review and implement performance framework
			MT 6	Review of the performance agreements
	Organisational structure	To ensure proper organizational structure that suites the growth of the institution	MT 7	Review, adopt & fill critical posts identified on organogram
	Municipal website	To have a website that is easily accessible and informative	MT 8	Updating of the website
	Training and development	To increase competency level of the entire staff	MT 9	Promote Skills Development
			MT 10	Conduct skills audit internally & externally
			MT 11	Review, adopt and implement workplace skills plan
	Occupational health and safety	To minimize injuries on duty and the effect of occupational hazards	MT 12	Training of first aid staff
			MT 13	Provision of adequate protective clothing
	Recruitment and retention	Ensure critical posts are filled and staff retention	MT 14	Develop and implement staff retention policy
	MTAS	To have a MTAS that addresses the municipality's critical issues	MT 15	Review, adopt & implement municipal MTAS

5.5 ALIGNMENT TO NATIONAL AND PROVINCIAL GOVERNMENT STRATEGIES

Alignment is a key issue that needs to be covered when developing strategies for a municipality. The Modimolle Local Municipality focuses on the issue of alignment in a very detailed manner to ensure that it contributes to the wellbeing and prosperity of the municipality and the Country as a whole. To yield the maximum benefits and enhance the socio-economic status within the municipality, alignment is focused on and includes the National Key Performance Areas (KPA's), National Development Plan, Medium Term Strategic Framework (MTSF), Government 12 Outcome 09 Delivery Agreement, and Local Government Turn-around Strategy.

The IGR Framework Act 13 of 2005 requires all spheres of government to coordinate, communicate and effectively align integrated service delivery. The Act provides a legislative platform to Inter-Governmental Alignment, which refers to the following:

- ☒ Alignment of budgets across all Spheres of Government;
- ☒ Consult other organs of state (including Inter-Municipal cooperation);
- ☒ Coordinate actions on policy to maximise impact;
- ☒ Avoid unnecessary and wasteful duplication of efforts;
- ☒ Share information across spheres and respond promptly to community needs; and
- ☒ Ensure joint participation in Inter-Governmental structures.

5.5.1 National Key Performance Area

- ☒ KPA No. 1 => Spatial Rationale
- ☒ KPA No. 2 => Infrastructure & Service Delivery
- ☒ KPA No. 3 => Local Economic Development
- ☒ KPA No. 4 => Municipal Financial Viability
- ☒ KPA No. 5 => Good Governance and Public Participation
- ☒ KPA No. 6 => Municipal Transformation and Institutional Development

5.5.2 National Development Plan

National Development Plan has been developed by the 2011 Presidential appointed National Commission. The plan provides a path for development in South Africa for the next 20 years. The plan "helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in".

The National Development Plan (NDP) is the new development policy of government. The NDP has been prepared in 2011 by the National Planning Commission, in the Office of the Presidency. Modimolle Local Municipality support the NDP, the IDP attempts to align itself with the overall target and implementation plan of the NDP. The objective of the NDP is "to eliminate poverty and to sharply reduce inequality by 2030. The commission proposes that these be the guiding objectives of the national plan over the next 20 years. "The focus of "our nations energies are focused both on attacking poverty and on expanding a robust, entrepreneurial and innovative economy" (NDP; 2011; 4). The new story proposed by NDP involves the following:

- ☒ Creating jobs and livelihoods.
- ☒ Expanding infrastructure.
- ☒ transitioning to low carbon economy
- ☒ Transforming urban and rural spaces.
- ☒ Improving education and training.
- ☒ Providing quality health care.
- ☒ Building a capable state.
- ☒ Fighting corruption and enhancing accountability.
- ☒ Transforming society and uniting the nation.

5.5.3 Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF) which outlines the priorities, strategic objectives and targets of government for the period 2009 – 2014, indicates National Government's Strategic intent to improve the quality of life of South African communities. An extraction of these priorities as provided in a document issued by the Office of the Presidency: Together Doing More and Better (Medium Term Strategic Framework): A framework to guide government's programmes in the electoral mandate period (2009-2014) can be summarised as follows:

- ☒ **Strategic Priority 1:** Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.
- ☒ **Strategic Priority 2:** Massive programme to build economic and social infrastructure.

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- ☑ **Strategic priority 3:** Comprehensive rural development strategy linked to land and agrarian reform and food security.
- ☑ **Strategic Priority 4:** Strengthen the skills and human resource base.
- ☑ **Strategic Priority 5:** Improve the health profile of all South Africans
- ☑ **Strategic Priority 6:** Intensify the fight against crime and corruption.
- ☑ **Strategic Priority 7:** Build cohesive, caring and sustainable communities.
- ☑ **Strategic Priority 8:** Pursuing African advancement and enhanced international cooperation.
- ☑ **Strategic Priority 9:** Sustainable Resource Management and use.
- ☑ **Strategic Priority 10:** Building a developmental state including improvement of public services and strengthening democratic institutions.

In addition to the above, the Office of the Presidency published the Green Paper on National Strategic Planning (2009)² which provides ideas on planning and co-ordination with the aim of achieving the identified national priorities. In relation to the above, the South African government is taking drastic steps toward improving strategic planning, performance and monitoring within all spheres of government. This was symbolised by its decision to establish the following two crucial institutions:

- ☑ National Planning Commission – to do the overall planning and give direction to all spheres of government
- ☑ Performance Monitoring, Evaluation and Administration in the Office of the Presidency – to monitor and evaluate the performance of government in all three spheres.

At the onset of the fourth democratic government, The Department of Provincial and Local Government was re-structured as the Department of Co-operative Governance and Traditional Affairs (COGTA). In terms of the Green Paper COGTA is placed at the centre of Government as a key partner to the National Planning Commission and the Monitoring and Evaluation Unit in the Presidency. COGTA is further responsible for aligning its priorities to that of National Government. Its key priority areas as set out in the MTSF and Strategic Plan 2009-2014 include:

- ☑ Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive.
- ☑ Strengthen Accountability and Clean Government.
- ☑ Accelerating Service Delivery and supporting the vulnerable.
- ☑ Improving the Developmental Capability of the Institution of Traditional Leadership.
- ☑ Fostering Development Partnerships, Social Cohesion and community mobilisation.

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2nd of December 2009. The five strategic objectives of the LGTAS are to:

- ☑ Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- ☑ Build clean, responsive and accountable local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- ☑ Improve functionality, performance and professionalism in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- ☑ Improve national and provincial policy, support and oversight to local government; and
- ☑ Strengthen partnerships between local government, communities and civil society. Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

5.5.4 National Outcome Delivery Agreement: Outcome 09

The review and identification of Modimolle Municipality development strategies was informed by Outcome 09 of the 12 National Outcome Delivery Agreements; i.e. "A responsive, accountable, effective and efficient Local Government System." This outcome talks to the crux of local government sphere, and for it to be achieved at a national level; municipalities need to develop or review their developmental strategies, so as to align themselves with the targets and the expectations of the outcome. The municipal strategies are aimed at achieving the outcome's seven (7) outputs:

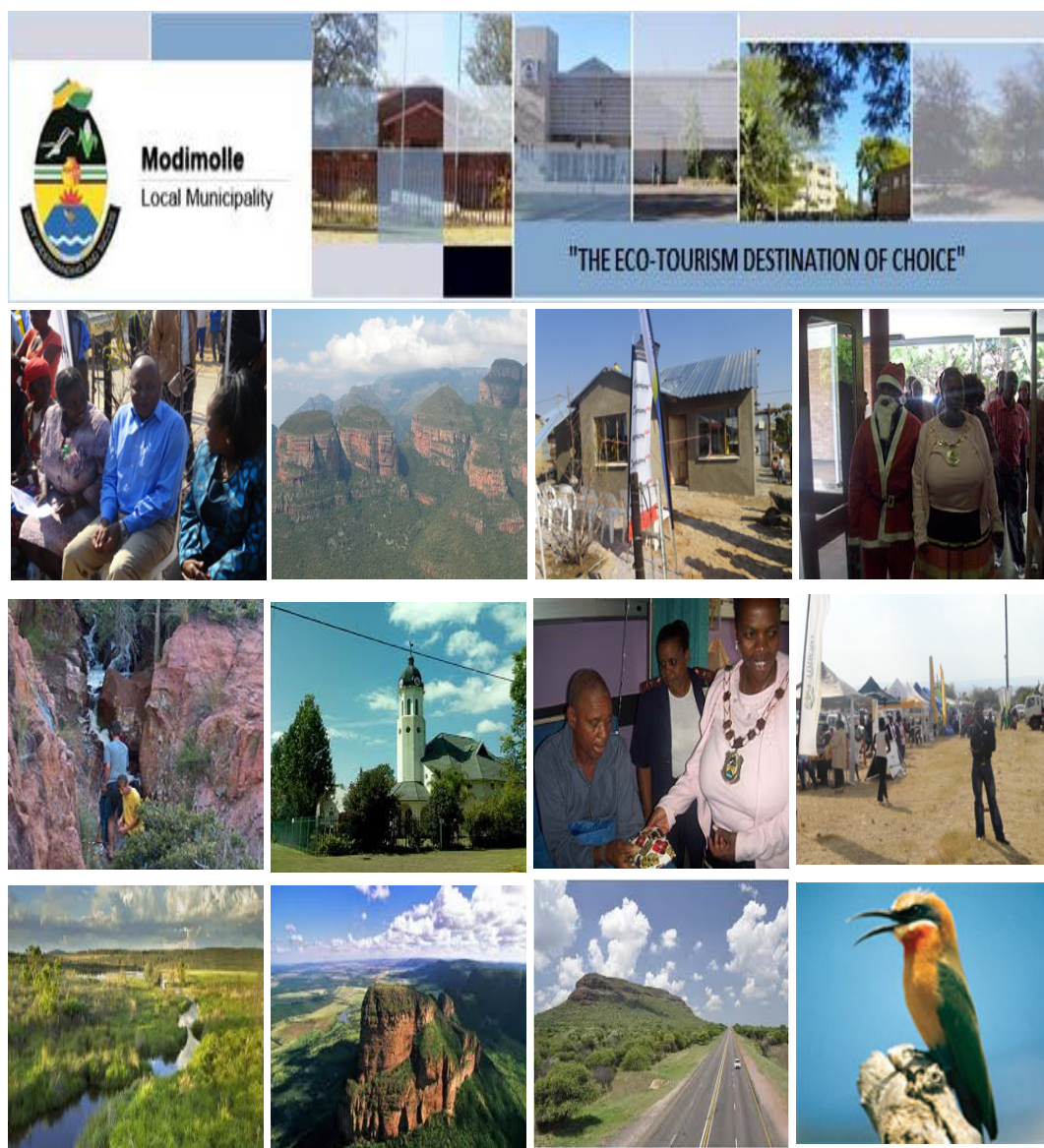
- ☑ **Output 1:** Implement a differentiated approach to municipal financing, planning and support
- ☑ **Output 2:** Improving access to basic services.
- ☑ **Output 3:** Implementation of the Community Work Programme
- ☑ **Output 4:** Actions supportive of the human settlement outcome
- ☑ **Output 5:** Deepen democracy through a refined Ward Committee model
- ☑ **Output 6:** Administrative and financial capability
- ☑ **Output 7:** Single window of coordination.

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5.5.5 Strategic Alignment

Table 5.3 below, indicate the alignment of the objective developed to the National and Government Strategies.

TABLE 5.3: ALIGNMENT OF THE OBJECTIVES DEVELOPED TO THE NATIONAL AND PROVINCIAL GOVERNMENT STRATEGIES.						
MILLENNIUM GOALS	NATIONAL DEVELOPMENT PLAN FOCUS AREAS	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	LIMPOPO ECONOMIC AND GROWTH DEVELOPMENT PLAN	MODIMOLLE STRATEGIC OBJECTIVES	MODIMOLLE OUTCOMES
Eradicate extreme poverty and hunger	An economy that will create more jobs	4 Decent employment through inclusive economic growth	Implement the Community work programme and Cooperatives supported	Regional economic development and integration programme	Promote and encourage sustainable economic environment	Prosperous community
			Deepen democracy through a refined ward committee model	Enterprise development (SMMES and cooperatives development)		
	An inclusive and integrated rural economy	7 Vibrant, equitable and sustainable rural communities with food security for all life		Agriculture and rural development	Plan for the future Sustainable communities	Plan for the future Sustainable communities
				Industrial development programme		
	Reversing the spatial effect of apartheid	8 Sustainable human settlements and improved quality of household	Actions supportive of the Human Settlement outcomes			
Ensure environment sustainability	Transition to a low carbon economy	10 Environment assets and natural resources that are well protected and continually enhance		Environmental and natural resources development programme	Promote the welfare of the community	Healthy and good living conditions
				Green economy and creation of green jobs		
Reduce child mortality	Quality health care for all	To a long and healthy life for all South Africans		Health care development programme		
Improve maternal health						
Combat HIV/AIDS, Malaria and other diseases.						
Promote gender equality and empower women	Social protection	Create a better South Africa and contribute to a better and safer Africa and world				
	Transforming society and uniting the country					
	Building safer communities	All people in South Africa feel free and are safe		Safety and security		
Achieve universal primary education	Improving quality of education, training and innovation	Improved quality of basic education		Education skills development programme		
Develop a global partnership for development	Improving infrastructure	An efficient, competitive and responsive economic infrastructure network	Improved access to basic	Public infrastructure investment programme	Resource management of infrastructure and services Improve financial viability Resource management of infrastructure and services	Increased accessibility of basic services Financial sustainability Increased accessibility of basic services
		Skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity.	Water resource development and demand management		
	Corporate Governance					
	Fighting corruption	A responsive, accountable, effective and efficient local government	Implement a differentiated approach to municipal financing, planning and support.	Corporate Governance	Uphold good governance and public participation principles	Good governance
	Reforming the public service	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Single window of coordination		Promote accountable, efficient and transparent administration	Improved employee satisfaction and increased productivity.



C H A P T E R

PROJECT PHASE AND BUDGET

6

6.1 Introduction

Strategic Workshops and Budget Meeting were held, attended by Councillors, the Mayor, the Municipal Manager, all Managers and Divisional Heads. The aim was to ensure the alignment between the community needs, projects, programmes and the budget. The Table below was compiled to indicate the alignment between the identified projects, objectives, programmes and the budget.

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 1: SPATIAL RATIONALE
Strategic Goal: Promote Integrated Spatial Planning**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/SR 1	Land audit	Completion date in developing a land audit report	N/A	R0	R1 000 000	R0	MLM	Strategic Planning
MLM/SR 2	GIS	Completion date in developing GIS	30 June 2016	OPEX	OPEX	OPEX	MLM	Strategic Planning
MLM/SR 3	SDF Review	Completion date in reviewing the SDF	N/A	R0	R700 000	R0	MLM	Strategic Planning
MLM/SR 4	Review of LUMS wall to wall	Completion date in reviewing LUMS	N/A	R0	R1 200 000	R0	MLM	Strategic Planning
MLM/SR 5	Land disposal policy	Completion date in developing land disposal policy	N/A	R0	R350 000	R0	MLM	Strategic Planning
MLM/SR 6	Capacity Building, Training and Software	Number of capacity building and training held	N/A	R0	R450 000	R0	MLM	Strategic Planning

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
WATER & SANITATION**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSW 1	Modimolle Waste Water Treatment Works Phase 2	Completion date in constructing Modimolle WWTW phase	30 June 2016	R14 868 750	R0	R0	MIG	Technical Services
MLM/BSW 2	Modimolle Industrial Site pressure Tower	Completion date in constructing modimolle industrial pressure tower	N/A	R0	R500 000	R0	MWIG	Technical Services
MLM/BSW 3	Phagameng Ext 11 Sanitation Reticulation Network	Completion date of Phagameng Ext 11 sewer reticulation network	N/A	R0	R6 000 000	R0	MIG	Technical Services
MLM/BSW 4	Mabatlane Sanitation Reticulation Ext 3 & 6	Completion date of Mabatlane Ext 3 & 6 sewer reticulation network	N/A	R0	R6 000 000	R0	MIG	Technical Services
MLM/BSW 5	Mabatlane Ext 1, 2 & 4 sewer reticulation	Completion date of Mabatlane Ext 1, 2 & 4 sewer reticulation network	N/A	R0	R0	R2000 000	MWIG	Technical Services
MLM/BSW 6	Mabatlane Sewer Ponds Lining	Completion date of Mabatlane sewer ponds lining	N/A	R0	R0	R600 000	MLM	Technical Services
MLM/BSW 7	Mabatlane Water Reticulation Ext 3	Completion date of water reticulation Ext 3	N/A	R0	R322 268	R2 677 732	MWIG	Technical Services
MLM/BSW 8	Mabatlane Water Reticulation Ext 6	Completion date of water reticulation Ext 6	N/A	R0	R3 000 000	R0	MWIG	Technical Services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSW 9	2x 13 MI reservoirs Modimolle & Mabatlane 1.0 km raw water pipeline 11.0 km potable water pipeline Telemetry	Completion date in constructing reservoirs, pipeline & telemetry system	N/A	NR0	R110 000 000	R0	MMWG	Technical Services
MLM/BSW 10	2,0 km pipeline in Mabaleng	Completion date in constructing a 2.0 km pipeline in Mabaleng	N/A	R0	R0	R2 000 000	MMWG	Technical Services
MLM/BSW 11	Drilling and equipng of boreholes at Mabatlane	Number of borehole drilled and equiped	N/A	R0	R0	R1000 000	MMWG	Technical Services
MLM/BSW 12	Phagameng Ext 13 Water Reticulation network for 1300 households	Number of households water reticulated	N/A	R0	R0	R2700 000	MMWG	Technical Services
MLM/BSW 13	1.5 MI Pressure Tower at Mabaleng	The size of pressure tower build	N/A	R0	R2500 000	R0	MMWG	Technical Services
MLM/BSW 14	Replacement of Asbestos pipes at Modimolle town	Number of asbestos pipes replaced	N/A	R0	R1000 000	R0	MMWG	Technical Services
MLM/BSW 15	Zoning and installation of bulk meters for extensions at Modimolle and Phagameng	Number of zoning and installation of bulk meters	N/A	R0	R5000 000	R0	MMWG	Technical Services
MLM/BSW 16	Development of Water Master Plan	Completion date in developing water master plan	N/A	R0	R1 000 000	R0	MMWG	Technical Services

KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
PUBLIC WORKS (ROADS & STORMWATER)

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	MTERF TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSR 1	Paving of Streets – Leseding (Mabatlane) Ext 1 & 2	Completion date in paving of streets in Leseding Ext 1 & 2	30 June 2016	R1 465 625	R0	R0	MLM	Technical Services
MLM/BSR 2	Phagameng Street and Stormwater Ward 6	Completion date in constructing of Phagameng storm and stormwater	30 June 2016	R1 465 625	R0	R0	MLM	Technical Services
MLM/BSR 3	Paving of Phagameng Ext 10 Streets	Completion date in paving of streets in Phagameng Ext 10	N/A	R0	R3 070 400	R6 800 000	MIG	Technical Services
MLM/BSR 4	Modimolle Paving of Streets	Completion date in paving of streets in Modimolle	N/A	R0	R1 993 000	R7 762 000	MIG	Technical Services
MLM/BSR 5	Mabaleng Paving of Streets	Completion date in paving of streets in Mabaleng	N/A	R0	R1 900 000	R2 000 000	MIG	Technical Services
MLM/BSR 6	Paving of Roads Mabatlane	Completion date in paving of roads in Mabatlane	N/A	R0	R3 000 000	R1000 000	MIG	Technical Services
MLM/BSR 7	Storm water drainage	Completion date in constructing storm water drainage	N/A	R0	R0	R4 000 000	MIG	Technical Services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
ELECTRICITY**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	MTERF TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSE 1	Electrification of Mabatlane Ext 3 (phase 2)	Completion date in electrification of Mabatlane Ext 3	30 June 2016	R6 900 000	R0	R0	DME	Technical Services
MLM/BSE 2	Electrification of Mabatlane Ext 6 (phase 2)	Completion date in electrification of Mabatlane Ext 6	30 June 2016	R2 300 000	R0	R0	DME	Technical Services
MLM/BSE 3	Electrification Phagameng Ext 11 (phase 2)	Completion date in electrification of Mabatlane Ext 11	30 June 2016	R800 000	R0	R0	DME	Technical Services
MLM/BSE 4	Upgrade of Police Line (Phase 2)	Completion date in upgrading police line	N/A	R0	R3 000 000	R10 000 000	DME	Technical Services
MLM/BSE 5	Electrification of Mabaleng	Completion date in electrification of Mabaleng	N/A	R0	R3 500 000	R0	DME	Technical Services
MLM/BSE 6	Electrification Phagameng EXT 13	Completion date in electrification of Phagameng	N/A	R0	R0	R7 500 000	DME	Technical Services
MLM/BSE 7	Review of electrical master plan	Completion date in reviewing electrical master plan	N/A	R0	R1 000 000	R1 000 000	DME	Technical Services
MLM/BSE 8	Upgrading of internal infrastructure	Completion date in upgrading internal infrastructure	N/A	R0	R0	R2 500 000	DME	Technical Services
MLM/BSE 9	Firming of Mabatlane substation	Completion date in firming of Mabatlane substation	N/A	R0	R0	R0	DME	Technical Services
MLM/BSE 10	Streetlights for Phagameng ward 9	Completion date in erecting streetlights in Mabatlane Ext 3	30 June 2016	R500 000	R0	R0	MIG	Technical Services
MLM/BSE 11	5 x Standby generators	Number of standby generators acquired	N/A	R0	R2 500 000	R0	MLM	Technical Services
MLM/BSE 12	Upgrade of line around Meatrite	Completion date in upgrading of a line around meat rite	N/A	R0	R2 500 000	R0	DME	Technical Services

MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016

KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
PARKS

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	MTERF TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSP 1	Equipment(Tractor)	Number of tractors acquired	1 tractor	R150 000	R0	R0	MLM	Social services
MLM/BSP 2	Kudu Grass cutting Machines and Brush Cutters	Number of kudu grass and brush cutters	N/A	R0	R305 000	R0	MLM	Social services
MLM/BSP 3	2x Chain Saw	Number of chain saw acquired	N/A	R0	R18 000	R0	MLM	Social services
MLM/BSP 4	Establishment of New Parks in EXT 10 and Mabatlane	Number of new parks established	N/A	R0	R800 000	R0	MIG	Social services
MLM/BSP 5	Parks Playing Equipment	Number of parks playing equipment's	N/A	R0	R200 000	R200 000	MLM	Social services
MLM/BSP 6	Drawing Line Machinery @ Stadium	Number of drawing machine acquired	N/A	R0	R25 000	R0	MLM	Social services
MLM/BSP7	2x Tree Pruners	Number of tree pruners acquired	N/A	R0	R14 000	R0	MLM	Social services
MLM/BSP 8	4xM40 Slasher with PTO & Clutch	Number of M40 slasher acquired	N/A	R0	R0	R32 000	MLM	Social services
MLM/BSP 9	Development of Phagameng Park(Railway) Ward 9	Completion date in developing Phagameng park	30 June 2016	R1 029 742	R0	R0	MIG	Social services
MLM/BSP 10	2x Trailors	Number of trailors acquired	N/A	R0	R100 000	R0	MLM	Social services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
SPORT, ART & CULTURE**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSS 1	Development of Leseding Sports facility Ext 1	Completion date in developing Leseding sports facility	30 June 2016	R2 101 508	R0	R0	MIG	Social services
MLM/BSS 2	Mabatlane Stadium	Completion date in upgrading of Mabatlane stadium	N/A	R0	R5000 000	R0	MIG	Social services
MLM/BSS 3	Irrigation & Drainage System (Ephraim Mogale Stadium)	Completion date in installation of irrigation and drainage system	N/A	R0	R0	R180 000	MLM	Social services
MLM/BSS4	Establishment of Sport Facilities in Mabatlane	Number of sports facilities established in Mabatlane	N/A	R0	R1 000 000	R0	MIG	Social services
MLM/BSS 4	Fencing of Mabaleng Park	Completion date in fencing of Mabaleng park	30 June 2016	R300 000	R0	R0	MLM	Social services
MLM/BSS 5	Peter Nchabeleng Fencing	Completion date in fencing Peter Nchabeleng	N/A	R0	R300 000	R0	MLM	Social services

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
CEMETERY**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSC 1	Identify new land	Portions of land identified	N/A	R0	R250 000	R0	MLM	Social services
MLM/BSC 2	Ablution Block Mabaleng Cemetery	Completion date in construction of ablution block	N/A	R0	R0	R200 000	MLM	Social services
MLM/BSC 3	Construction of fence Mabaleng & Modimolle Cemetery	Completion date in construction of fence at cemeteries	N/A	R0	R2 100 000	R1 600 000	MLM	Social services
MLM/BSC 4	Paving of Modimolle, Mabatlane Internal Streets Cemetery	Completion date in paving of internal streets at cemetery	N/A	R0	R2 000 000	R2 000 000	MIG	Social services
MLM/BSC 5	Grave digging Machine	Number of digging machines acquired	N/A	R0	R200 000	R0	MLM	Social services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
SOLID WASTE**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	MTERF TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSW 1	Refuse removal	Number of households services weekly	17 525 (all households)	OPEX	OPEX	OPEX	MLM	Social services
		Number of cleaning inspections done per annum	12 inspections	OPEX	OPEX	OPEX	MLM	Social services
MLM/BSW 2	Integrated Waste Management Plan	Completion date in developing integrated waste management plan	N/A	R0	R50 000	R0	MLM	Social services
MLM/BSW 3	Phase2 of Landfill Site Establishment	Completion date in establishment of landfill site	N/A	R0	R0	R2 000 000	MLM	Social services
MLM/BSW 4	Yellow Bins	Number of yellow bins acquired	N/A	R0	R0	R350 000	MLM	Social services
MLM/BSW 5	Dustbins	Number of dustbins acquired	N/A	R0	R100 000	R0	MLM	Social services
MLM/BSW 6	Refuse Tractor Trailer (Modimolle)	Number of refuse tractor trailer acquired	N/A	R0	R0	R250 000	MLM	Social services
MLM/BSW 7	4x 10 ton Refuse Trucks (Modimolle)	Number of 10 ton refuse trucks acquired	N/A	R0	R3 000 000	R3 000 000	MLM	Social services
MLM/BSW 8	Fencing of Landfill Site	Completion date in fencing landfill site	N/A	R0	R 0	R1 500 000	MLM	Social services
MLM/BSW 9	Road Sweeper	Number of road sweeper acquired	N/A	R0	R0	R20 000	MLM	Social services
MLM/BSW 10	Blowers/Vacuum Shredders	Number of vacuum shredders acquired	N/A	R0	R10 000	R0	MLM	Social services

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
LIBRARY**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSL 1	Book Shelves for all libraries	Number of book shelves acquired	N/A	R0	R0	R18 000	MLM	Social services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
MUNICIPAL BUILDINGS**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BSM 1	Upgrading of Yusuf Dadoo Hall, OR Tambo Hall	Completion date in upgrading Yusuf Dadoo and OR Tambo halls	30 June 2016	R10 000	R0	R0	MLM	Social services
MLM/BSM 2	Upgrading of Testing Station	Completion date in upgrading testing station	N/A	R0	R100 000	R0	MLM	Social services
MLM/BSM 3	500 Chairs (Mabaleng, Mabalane & Modimolle Hall)	Number of chairs acquired for 3 halls	N/A	R0	R62 000	R0	MLM	Social services
MLM/BSM 4	20 Tables (Mabalane & Modimolle)	Number of tables acquired for 2 halls	N/A	R0	R72 000	R0	MLM	Social services
MLM/BSM 5	5x Air Conditioner (Auditorium, Mabalane Library)	Number of air conditioners acquired	N/A	R0	R200 000	R336 000	MLM	Social services
MLM/BSM 6	New Community Hall Phagameng	Number of new halls established	N/A	R0	R500 000	R3 600 000	MLM	Social services
MLM/BSM 7	Security/Equipment	Number of security equipment's acquired	N/A	R0	R0	R150 000	MLM	Social services

**KPA 2: BASIC SERVICES DELIVERY
Strategic Goal: Promote the welfare of the community
PROTECTION SERVICES**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/BPS1	Traffic management	Amount raised from traffic fines	Raise R142 000	OPEX	OPEX	OPEX	MLM	Social services
		Amount raised from registration of vehicles, issuing of learners and drives licences	Raise R3 600 000	OPEX	OPEX	OPEX	MLM	Social services
		Number of monthly reports submitted	12 reports	OPEX	OPEX	OPEX	MLM	Social services
MLM/BPS2	2x Alcohol Testers	Number of alcohol testers	N/A	R0	R20 000	R0	MLM	Social services
MLM/BPS3	Upgrading of Testing Station	Completion date in upgrading of testing station	N/A	R0	R100 000	R0	MLM	Social services
MLM/BPS4	Upgrading of Licencing Offices	Completion date in upgrading licencing office	N/A	R0	R150 000	R200 000	MLM	Social services
MLM/BPS 5	Purchase of Road Traffic Systems	Number of road traffic systems purchased	N/A	R0	R45 000	R0	MLM	Social services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 3: LOCAL ECONOMIC DEVELOPMENT
Strategic Goal: Promote and Encourage Sustainable Economic Environment**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/LED 1	Establishment of LED forum	LED forum established	LED forum established	OPEX	OPEX	OPEX	MLM	Strategic Planning
MLM/LED 2	Develop 3x Agri villages	Number of Agri villages developed	N/A	R0	R0	R1000 000	MLM	Strategic Planning
MLM/LED 3	Modimolle mountain	Number of phase 2 report developed on Modimolle mountain project	1 report	OPEX	OPEX	OPEX	MLM	Strategic Planning
MLM/LED 3	Develop agro processing zone	Number of agro zone developed	N/A	R0	R0	R1 200 000	MLM	Strategic Planning
MLM/LED 5	Tourism Marketing	Completion date on tourism marketing	N/A	R0	R100 000	R0	MLM	Strategic Planning
MLM/LED 6	Local Business support	Number of local business supported	N/A	R0	R0	R200 000	MLM	Strategic Planning
MLM/LED 7	Industrial Location Strategy	Completion date in developing ILS	N/A	R0	R3 000 000	R0	IDC,DTI,W EDA,LEDA and MLM	Strategic Planning
MLM/LED 8	Investment Retention Strategy	Completion date in developing IRS	N/A	R0	R4 000 000	R0	MLM	Strategic Planning
MLM/LED 9	Acquisition of Land SMME Projects	Number Portions of Land acquired for SMME	N/A	R0	R6 000 000	R0	ARC/HDA	Strategic Planning
MLM/LED 10	Acquisition of Land for Industrial Development	Number of portions Land acquired for industrial	N/A	R0	R10 000 000	R0	MLM	Strategic Planning
MLM/LED 11	Acquisition of Land for (Mabatlane)	Number of portions Land acquired	N/A	R0	R20 000 000	R0	HDA	Strategic Planning
MLM/LED 12	Tourism Strategy	Completion date in implementing tourism strategy	N/A	R0	80 000	R0	MLM	Strategic Planning
MLM/LED 13	Acquisition of Land in Boshdraai	Number of portions Land acquired	N/A	R0	R0	R1 000 000	Public Works	Strategic Planning
MLM/LED 14	LED Strategy	Completion date in reviewing LED Strategy	N/A	R0	R400 000	R0	MLM	Strategic Planning
MLM/LED 15	Vocational training	Number of engagement sessions relevant stakeholders for establishment of vocational training	N/A	R0	R0	R20 000	MLM	Strategic Planning

MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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KPA 4: FINANCIAL VIABILITY
Strategic Goal: To Improve Financial Viability

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	MTERF TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/FV 1	Supply chain management	Number of deviation reports submitted	4 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of quarterly reports on SCM submitted and published	4 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of quarterly stock takings reports completed	4 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
MLM/FV 2	Financial reporting	Number of section 66 reports submitted	12 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of quarterly MFMA reports submitted	4 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of mid-year and annual MFMA reports submitted	2 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of section 71 monthly reports submitted	12 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of appropriation of resources reports submitted	2 reports	OPEX	OPEX	OPEX	MLM	Budget & Treasury
MLM/FV 3	Improve revenue collection	Amount of outstanding debt recovered	R 50 M	OPEX	OPEX	OPEX	MLM	Budget & Treasury
MLM/FV 4	Control process on municipal transactions	Number of bank reconciliations completed	12 reconciliations	OPEX	OPEX	OPEX	MLM	Budget & Treasury
		Number of VAT returns submitted	12 returns	OPEX	OPEX	OPEX	MLM	
		Number of times the wasteful and fruitless register updated	4 times	OPEX	OPEX	OPEX	MLM	
MLM/FV 5	Updating of the indigent register	Number of times the indigent register updated	12 times	OPEX	OPEX	OPEX	MLM	Budget & Treasury

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Strategic Goal: Uphold Good Governance and Public Participation Principles**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET			MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
			2015/16	2016/17	2017/18	2015/16	2016/17	2017/18		
MLM/GG 1	Administration	Number of Council agendas issued 3 days before meeting	4 agendas			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of ECXO agendas issued 3 days before meeting	12 agendas			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of ward committee reports submitted to council and EXCO	4 reports			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of ward committees trained	90 ward committees			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of monthly performance reports submitted to EXCO	8 reports			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of council resolution implementation reports submitted	4 reports			OPEX	OPEX	OPEX	MLM	Corporate Services
MLM/GG 2	Connectivity of Remote Sites (Beehive Centre, Library, Mabatlane, Commando, Main Building and Traffic Department)	Completion date in connectivity of remote sites	N/A			R0	R0	R0	MLM	Corporate Services
MLM/GG 3	IT Management	Turnaround time in responding to IT complaints	1 day			OPEX	OPEX	OPEX	MLM	Corporate Services
		Turnaround time in updating the website	5 days			OPEX	OPEX	OPEX	MLM	Corporate Services
MLM/GG 4	Special Programmes	Number HIV & AIDS awareness	2			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number Youth initiatives held	2			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number Women's month initiatives held	2			OPEX	OPEX	OPEX	MLM	Corporate Services
		Mayor's cup	1			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of Disability month initiative	2			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number of State of the municipality address	1			OPEX	OPEX	OPEX	MLM	Corporate Services
		Number Back to school campaign	2			OPEX	OPEX	OPEX	MLM	Corporate Services
MLM/GG 5	Ward Committees support	% support offered to ward committees	100%			OPEX	OPEX	OPEX	MLM	Corporate Services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
2015/2016**

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Strategic Goal: Uphold Good Governance and Public Participation Principles
AUDIT**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/GGA 1	Auditing	Number of internal audit reports submitted to audit committee	12 reports	OPEX	OPEX	OPEX	MLM	Municipal Manager
		% of council resolution implemented	100%	OPEX	OPEX	OPEX	MLM	
		Number of performance audit reports submitted to MPAC	4 Reports	OPEX	OPEX	OPEX	MLM	
		Number of AG's audit steering committee coordinated and attended	6 meetings	OPEX	OPEX	OPEX	MLM	
MLM/GGA 2	Risk assessment	% of risks and mitigation measures implemented	100%	OPEX	OPEX	OPEX	MLM	Municipal Manager

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Strategic Goal: Uphold Good Governance and Public Participation Principles
HUMAN RESOURCE**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/GGH 1	Human resource management	Turnaround time in filling vacant posts	4 Months	OPEX	OPEX	OPEX	MLM	Corporate Services
		Turnaround time in developing and signing of job descriptions for new appointees	30 days	OPEX	OPEX	OPEX	MLM	
		Number of WSP training implemented	80 trainings	OPEX	OPEX	OPEX	MLM	
		Number of OHS inspections conducted	60 inspections	OPEX	OPEX	OPEX	MLM	
		Number of team buildings programs organized	2 wellness days	OPEX	OPEX	OPEX	MLM	
		Turnaround time in attending to on injuries on duty reported	48 hours	OPEX	OPEX	OPEX	MLM	
	Bursary fund	Number of learners supported	2	OPEX	OPEX	OPEX	MLM	
MLM/GGH 2	Policy Review	Number of human resources policies reviewed	22	OPEX	OPEX	OPEX	MLM	Corporate Services

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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**KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Strategic Goal: Promote accountable, efficient and transparent administration
IDP/BUDGET REVIEW**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/IDP1	IDP/Budge Review	IDP adopted by council target date	30 May 2016	R356 168	R375 401	R394 634	MLM	Strategic Planning

**KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Strategic Goal: Promote accountable, efficient and transparent administration
ADMIN AND PROPERTY**

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/MTA 1	Office equipment (Scanner)	Number of scanners purchased	1 scanner	R22 000	R0	R0	MLM	Corporate Services
MLM/MTA 2	Record Systems for Council Chambers	Number of record systems acquired	N/A	R0	R240 000	R0	MLM	Corporate Services
MLM/MTA 3	Restrict Access to building (Main Building)	Completion date in establishing access control to main building	N/A	R0	R500 000	R0	MLM	Corporate Services
MLM/MTA 4	Fire powder borne extinguisher, Server Room & Stores	Number of fire extinguisher	N/A	R0	R275 000	R275 000	MLM	Corporate Services
MLM/MTA 5	Office Furniture - Records, council chamber,	Number of offices furnished	N/A	R0	R150 000	R0	MLM	Corporate Services
MLM/MTA 6	Fencing of Grazing Camps	Completion date in fencing grazing camps	N/A	R0	R0	R320 000	MLM	Corporate Services
MLM/MTA 7	Office furniture	Completion date in acquiring office furniture	31 December 2015	R100 000	R0	R0	MIG	Corporate Services

MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Strategic Goal: Promote accountable, efficient and transparent administration
LEGAL

PROJECT NO.	PROJECT DESCRIPTION	PERFORMANCE INDICATOR	TARGET 2015/16	MTERF BUDGET (R)			FUNDER	RESPONSIBLE IMPLEMENTING DEPARTMENT
				2015/16	2016/17	2017/18		
MLM/MTL 1	Legal services	Turnaround time in conducting disciplinary hearing from date of misconduct	90 days	OPEX	OPEX	OPEX	MLM	Corporate Services
		Turnaround time in developing a contract	14 Days	OPEX	OPEX	OPEX	MLM	Corporate Services
		Turnaround time in reporting fraud cases to SAPS	5 Days	OPEX	OPEX	OPEX	MLM	Corporate Services
MLM/MTL 2	Labour relations	Turnaround time in rendering legal opinions	30 days	OPEX	OPEX	OPEX	MLM	Corporate Services

PROJECTS BY OTHER SECTORS

WATERBERG DISTRICT MUNICIPALITY

PROJECT NO.	PROJECT NAME	COMMUNITY NAME	NO. OF HOUSEHOLDS	SCOPE OF WORK	BUDGET	IMPLEMENTING DEPARTMENT	CLUSTER
ZLPWMOD02	Mabatlane Ext 6 : Install skeleton network for 300 erven	Mabatlane Ext 6	600	Mabatlane Ext 6 : Install skeleton network for 300 erven	R 1 300 000.00	Waterberg District Municipality	1
ZLPWMOD03	Mabatlane : Drill, test and equip boreholes	Mabatlane	5160	Mabatlane : Drill, test and equip boreholes	R 1 000 000.00	Waterberg District Municipality	
ZLPWMOD04	Phagameng Ext 13 : Install skeleton network for 1300 erven	Phagameng Ext 13	1300	Phagameng Ext 13 : Install skeleton network for 1300 erven	R 2 700 000.00	Waterberg District Municipality	
ZLPWMOD01	Mabatlane Ext 3 : Install skeleton network for 600 erven	Mabatlane Ext 3	600	Mabatlane Ext 3 : Install skeleton network for 600 erven	R 1 500 000.00	Waterberg District Municipality	2
ZLPWMOD05	Mabaleng : Storage 1.5 MI pressure tower	Mabaleng	820	Mabaleng : Storage 1.5 MI pressure tower for 660 new erven and 220 exist erven	R 2 500 000.00	Waterberg District Municipality	
ZLPWMOD06	Modimolle Town: Replace asbestos pipes	Modimolle	10891	Modimolle Town: Replace asbestos pipes	R 1 000 000.00	Waterberg District Municipality	

DEPARTMENT OF PUBLIC WORKS AND EDUCATION

PROJECT NO.	PROJECT NAME	PROJECT LOCATION	PROJECT STATUS	SCOPE OF WORK	BUDGET	IMPLEMENTING DEPARTMENT	EMIS NUMBER
EDU01	School Building Programme (Upgrade and Additions)	Eeheid Primary School	Identified	Build 4 classrooms & Nutrition centre	R 3000 000.00	LDPW	907130529
EDU02	School Building Programme (Upgrade and Additions)	Elsen School	Identified	Determine SOW in consultation with Mabote and Leshilo	R 3000 000.00	LDPW	907131614
EDU03	School Building Programme (Upgrade and Additions)	Laerskool Alma	Identified	Build 4 classrooms & Nutrition centre	R 3000 000.00	IDT	907130505
EDU04	School Building Programme (Upgrade and Additions)	Leseding Secondary	Feasibility Study	Build 5 classrooms & Nutrition centre	R 3000 000.00	IDT	907131973
EDU05	School Building Programme (Upgrade and Additions)	Melkrivier School	Identified	Build 4 classrooms, connect school to ESKOM grid, repair water pipes and renovate water borne toilets in school yard.	R 3000 000.00	IDT	907130840

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LEDET

PROJECT NO.	PROJECT NAME	OBJECTIVES	KEY DELIVERABLES	MUNICIPALITY	BUDGET	IMPLEMENTING DEPARTMENT	RESPONSIBLE PERSON
LEDET01	B&J Mixed Farming Co-op	N/A	CASH CROP	MODIMOLLE	R177 178.00	LEDA	Incubation Specialist
LEDET02	Development of Economic Indicators	Compile quarterly Economic Development Indicators		MODIMOLLE	R500 000.00	Public & Private Sector	GM: Economic Planning & Research
LEDET03	Tree Planting	Promote Greening in communities	Planting of indigenous trees	MODIMOLLE	R170 000.00	LEDET	SM: Environmental Empowerment Services
LEDET04	Greenest Municipality Competition	Assist municipalities with GEP	Assessment of performance of the municipality	MODIMOLLE	R50 000.00	LEDET	SM: Environmental Empowerment Services
LEDET05	Environmental Awareness and capacity building	Programme design to empower community	Run awareness campaigns	MODIMOLLE	R600 000.00	LEDET	SM: Environmental Empowerment Services
LEDET06	Capacity Building and Awareness	Capacity Building and awareness	Capacity building on Food, Safety ect.	MODIMOLLE	R300 000.00	LEDET	GM: Tourism
LEDET07	Tourism development	Development of tourism products and destinations	Facilitate and monitoring the development	MODIMOLLE	150 000.00	LEDET	GM: Tourism
LEDET08	Env. Capacity building programmes	Train municipal climate change champions	Long term adaptation and mitigation measures	MODIMOLLE		LEDET	LEDET

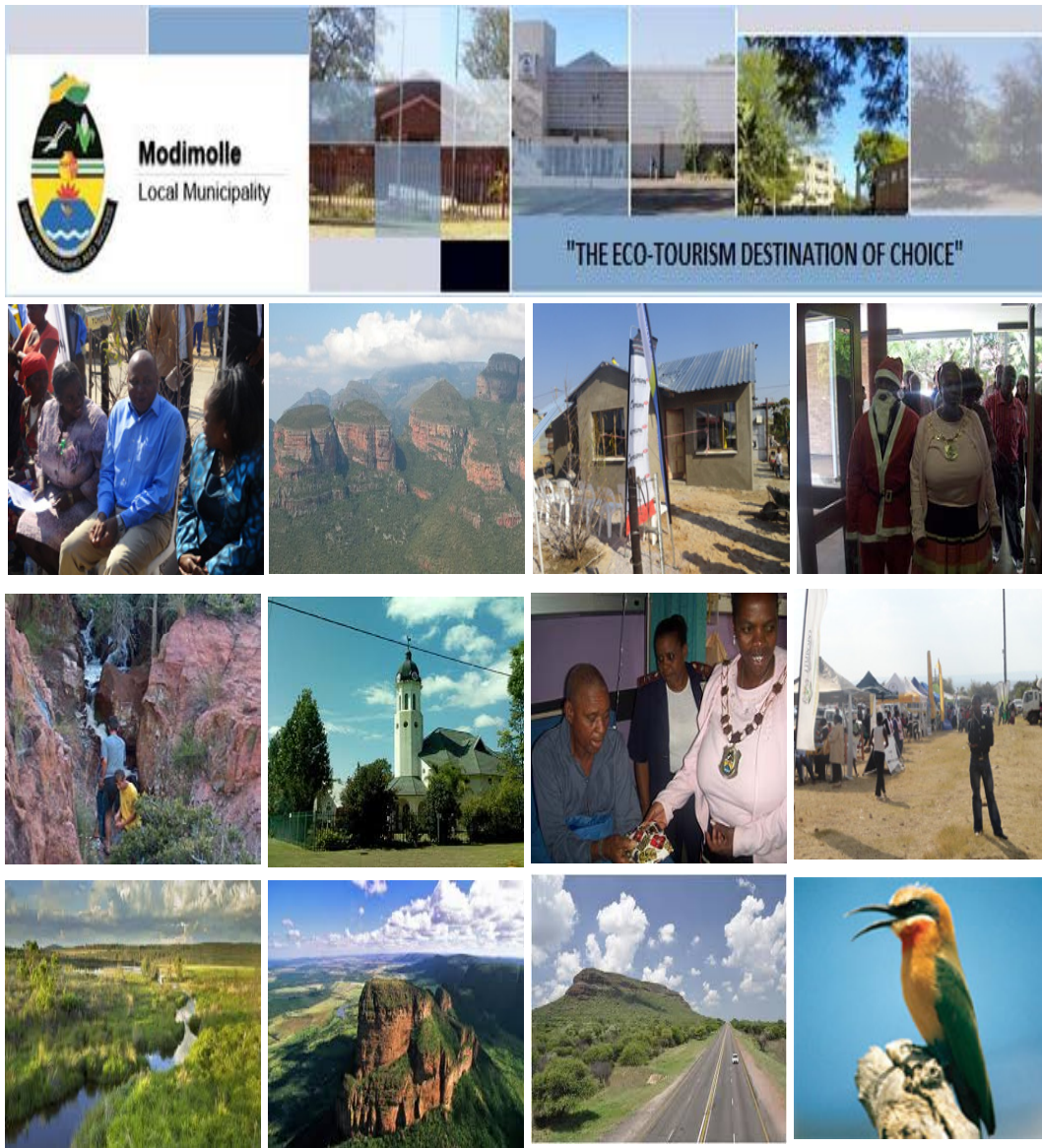
MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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DEPARTMENT OF AGRICULTURE

PROJECT NO.	PROJECT NAME	PROJECT LOCATION	SCOPE OF WORK	BUDGET	PROJECT DURATION		IMPLEMENTING DEPARTMENT
					START DATE	FINISH DATE	
Fetsa Tlala Programme							
1.1	Mechanisation	District wide		R 4500 000-00	2014	2019	DoA
1.2	Ilima Letsema	District wide		R 7 500 000-00	2014	2019	DoA
CASP Infrastructure							
2.1	Dimamorako Coop	MLM	Erection of tunnels for production of vegetables	R 2 000 000-00	2015/16	2015/16	DoA
2.2	Vhuawelo youth project	MLM	Erection of tunnels for intensive production of vegetables. Establishment of orchard(Peaches)	R 3 500 000-00	2015/16	2015/16	DoA

DEPARTMENT ROADS AND OF PUBLIC WORKS

PROJECT NO.	PROJECT NAME	PROJECT LOCATION	CONTRACTOR & CONSULTANT	BUDGET	BUDGET SOURCE	FUNDER
T656	D943 Tuinplaas to Crecy (PUDP 576)	Modimolle	Trade Now No 98cc/Phakama Knight Piesold	R5 000 000.00	Grant Conditional	Dept of Roads
T670	P1/5 Modimolle to N1 (PUDP 696)	Modimolle	Mahwibidu/Muteo	R295 987.21	Grant Conditional	Dept of Roads
T703	D943 Crecy to Tuinplaas	Modimolle	TBA/Leporogo Specialist Engineers	R16 054 953.59	Grant Conditional	Dept of Roads



C H A P T E R

INTEGRATION

7

7.1 INTRODUCTION

The main objective of this section is the integration of plans and programmes to ensure alignment. This section also has specific focus on the following:

- ☑ Consolidate sector programmes/ plans for each sector for operational management and implementation
- ☑ Consolidate integrated programmes for crosscutting dimensions of development to ensure consistency and sustainability

The Integrated Development Plan is an important tool used by municipalities to provide vision, guidance and ultimately a roadmap towards developing the municipal area. Municipalities play an important role in ensuring sustainable integration between the cross cutting inter-dimensional sectors in achieving development in the area that is socially, economically and environmentally sustainable. In order to implement the correct developmental approach, projects should be targeted at specific human needs identified during public participation. Each need identified can be allocated to a certain sector and is important in the planning and delivery of services.

The concept of integration is central to the Integrated Development Plan and is led by priority issues identified in each municipality, which provides the focus for planning and development. Furthermore it is important that each sector should be considered in their relevance to the priority issues identified by the public.

Through sector planning the local planning requirements of each specific sector are met and need to feature as part of the IDP process. It is therefore important to make sure that the sector plans of the MLM are aligned with the IDP. In the past the local government only played an administrative and service delivery role. It has changed in the modern day, where local needs inform the active planning of sector-specific development and ultimately contribute towards the compilation of the overall Integrated Development Plan.

Integration Phase of this IDP/Budget indicates all sector plans developed in the municipality. This section ensures that all plans, projects and programmes that are implemented within the jurisdiction of the municipality are integrated and aligned. Development must be within the policies and strategies framework of all spheres of government, parastatals and private sector. The table below gives a summary, purpose of the sector plans in the IDP.

7.2 LIST OF SECTOR PLANS

In accordance with Section 26 of the Municipal Systems Act 2000, and in compliance with the guidelines set for developing the IDP, each IDP should contain the following Operational Strategies:

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2015/2016**

TABLE7.1: MODIMOLLE SECTOR PLANS

SECTOR PLAN	PURPOSE OF PLAN	STATUS
STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT		
Spatial Development Framework Plan	<p>The main purpose of the SDF is to guide the form and location of the future physical development within a Municipal Area. The SDF should be flexible and be able to change its priorities, whereas the Land Use Management System (LUMS) should be tighter and only amended where required for a particular development. The SDF should inform the content of the LUMS, and does not act as a direct source of rights and control itself. In this regard the SDF should:</p> <ul style="list-style-type: none"> ☑ Act as a strategic, indicative and flexible forward planning tool to guide planning and decision on land development ☑ Develop a clear argument or approach for spatial development in the area of jurisdiction of the municipality ☑ Develop a spatial logic which guides private sector investments ☑ Ensure the social, economic and environmental sustainability of the area ☑ Establishment priorities for public sector development and investment ☑ Identify spatial development priorities and places. 	Available
Land Use Management Scheme	Land Use Management Scheme is an Implementation tool of a Spatial Development Framework and has got a binding effect in terms of the land use and development. Modimolle Land Use management Scheme assist and /or is used to manage new land development and land development application as well as the control measure on illegal use of land in Modimolle Municipality. It has being compiled in accordance with the vision, strategies and policies of the IDP and SDF of the local municipality in the interests of the general public to promote sustainable development and quality of life and formally approved in terms of relevance to legislation; it consists of maps indication in the zoning of different properties and set of regulations by which land use is managed.	Available
Housing Strategy	The Housing strategy attempts to address the unblocking housing service delivery constraints and enhancement of the quality of houses constructed under the auspices of local government programme. It provides the housing status quo and analysis of the municipality and further indicates the backlogs and demands. Rationally developed city and integrated human settlement	Available
Local Economic Development Strategy	Outlines how Council can create an enabling environment for economic growth that will benefit all the Citizens, especially those that are poor. The strategy provides the municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation.	Available
Tourism Development Strategy	<p>Outlines Council's vision and plan to transform the tourism sector in order to share the benefits of tourism to all Communities in an equitable manner. The Strategy define action plan to deliver the economic and social benefits derived from tourism's role as a vehicle for economic growth. Its objectives is to:</p> <ul style="list-style-type: none"> ☑ To provide a framework through which to influence infrastructure delivery ☑ To enhance the role of the hinterland in the growth of tourism in the province ☑ To position the Modimolle as a destination for trade and investment through tourism ☑ To protect, enhance and conserve the natural and cultural environment through the sustainable development of tourism ☑ To maximize involvement of SMMEs and previously neglected groups and individuals 	Available
Integrated Environmental Programme	Integrated Environmental Programme demonstrates compliance with the IDP in respect of environmental policies, which helps to ensure a set of measures which is conclusive with regard to their environmental impact, and also serves as a basis for environmental monitoring to create healthier environments for workers, communities, and the ecosystem	Not Available
Environmental Strategy	The Environmental Management Strategy (EMS) Plan integrates environmental functions of all sections and ensures compliance with environmental legislation.	Draft
TECHNICAL SERVICES		
Water Services Development Plan	The purpose of the Water Services Development Plan (WSDP) is to progressively ensure efficient affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development. The goal of the plan to influence the provision of portable water within all areas. A WSDP must describe the current and future consumer profile, the type of services provided, the infrastructure requirements, a water balance, organisational and financial arrangements to be used, an assessment of the viability of the approach, and an overview of environmental issues.	Available

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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Road Master Plan	The main purpose of the RMP is to classify Modimolle's road network according to the function that each street provide individually and in the context of the bigger network. The functional classification of the road network is not only fundamental for roads planning, but also for related aspects such as: <input checked="" type="checkbox"/> Spatial Development Frameworks (SDF) and thus future development impacts, <input checked="" type="checkbox"/> Alignment with national, provincial and neighbouring government agencies' road network classification, standards and guidelines, <input checked="" type="checkbox"/> Engineering infrastructure/ bulk services contribution agreements between developers and the municipality, <input checked="" type="checkbox"/> Integrated Transport Planning (ITP) and The plan further provide the basis for engagement to address the road backlogs identified.	Available
Energy Master Plan	<input checked="" type="checkbox"/> To guide the development of energy policies and, where relevant, set the framework for regulations; <input checked="" type="checkbox"/> To guide the selection of appropriate technologies to meet energy demand, including tariff; <input checked="" type="checkbox"/> To guide investment in and the development of energy infrastructure in the Municipality; and <input checked="" type="checkbox"/> To propose alternative energy strategies which are informed by testing the potential impacts of various factors such as proposed policies, introduction of new technologies, and effects of exogenous macro-economic factors	Available
Integrated Transport Plan	Provide quality well maintained infrastructure services in all municipal area. The Integrated Transport Plans addresses both private, freight, through trips and public transport, which will make it practical to deal with on a regional basis with the required level of interaction between municipal areas and surrounding areas of influence. Transport related aspects also include management and control of public transport operations	Not Available
Integrated Waste Management Plan	The IWMP provides a framework within which local municipalities can deliver a waste management service to all residents and businesses. Implementation requires that municipalities move away from traditional "end of pipe" solutions that focus on waste after it has been generated i.e., collection, transport, processing, recycling or disposal of waste material, to a service which focuses on the prevention of waste, as well as the minimisation of waste as a by-product of production. Protect the environment and improve community well-being	Draft Available
SOCIAL AND COMMUNITY SERVICES		
Social Crime Prevention Strategy	Social Crime Prevention Strategy, seeks to effectively through various interventions, empower communities to deal with social issues that lead to crime and address fears of crime and perceptions of unsafe environments. The Strategy includes all actions and interventions that contribute to a safer society, in support of law enforcement and crime combating initiatives". It also aims to build on the foundation of family to strengthen communities with a vision of a peaceful and safe nation, free from fear and with the enactment of human rights for all	Not Available
Poverty Alleviation and Gender Equity Plan	Poverty alleviation also aims to reduce the negative impact of poverty on the lives of poor people, but in a more sustained and permanent way. than poverty relief programmes. It includes programmes which alleviate the impact of poverty for many people, especially women and youth, by laying the conditions for future improvements, prosperous and poverty free community	Available
FINANCE AND BUDGET		
Risk Management Plan	The Plan contains a risk management policy framework. The purpose is to: mitigate risk factors, motivate Management to manage risks effectively, optimize operational efficiency of the Municipality. To further develop and support knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multiyear budget (MTEF)	Available
Supply Chain Policy	The policy provides guidelines as and when the Municipality procures goods or services, disposes goods no longer needed, select contractors to provide assistance were needed.	Available
Fraud and Anti-Corruption Plan	The Plan protects the municipal funds and other assets. The main principle upon which the Fraud Prevention Plan is based is the principle of creating a culture of intolerance to unethical conduct, fraud and corruption. It will deter and prevent these unethical conducts and seeks to strengthen community participation in the fight against corruption in the municipality, thereby promoting responsible, accountable, effective and efficient corporate governance.	Available
Investment Policy	Enhance revenue and financial management of the Municipality. It seeks to ensure that the Municipality gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. The objective of the policy is to ensure that all investments made by the Modimolle Local Municipality ("MLM") comply with	Available

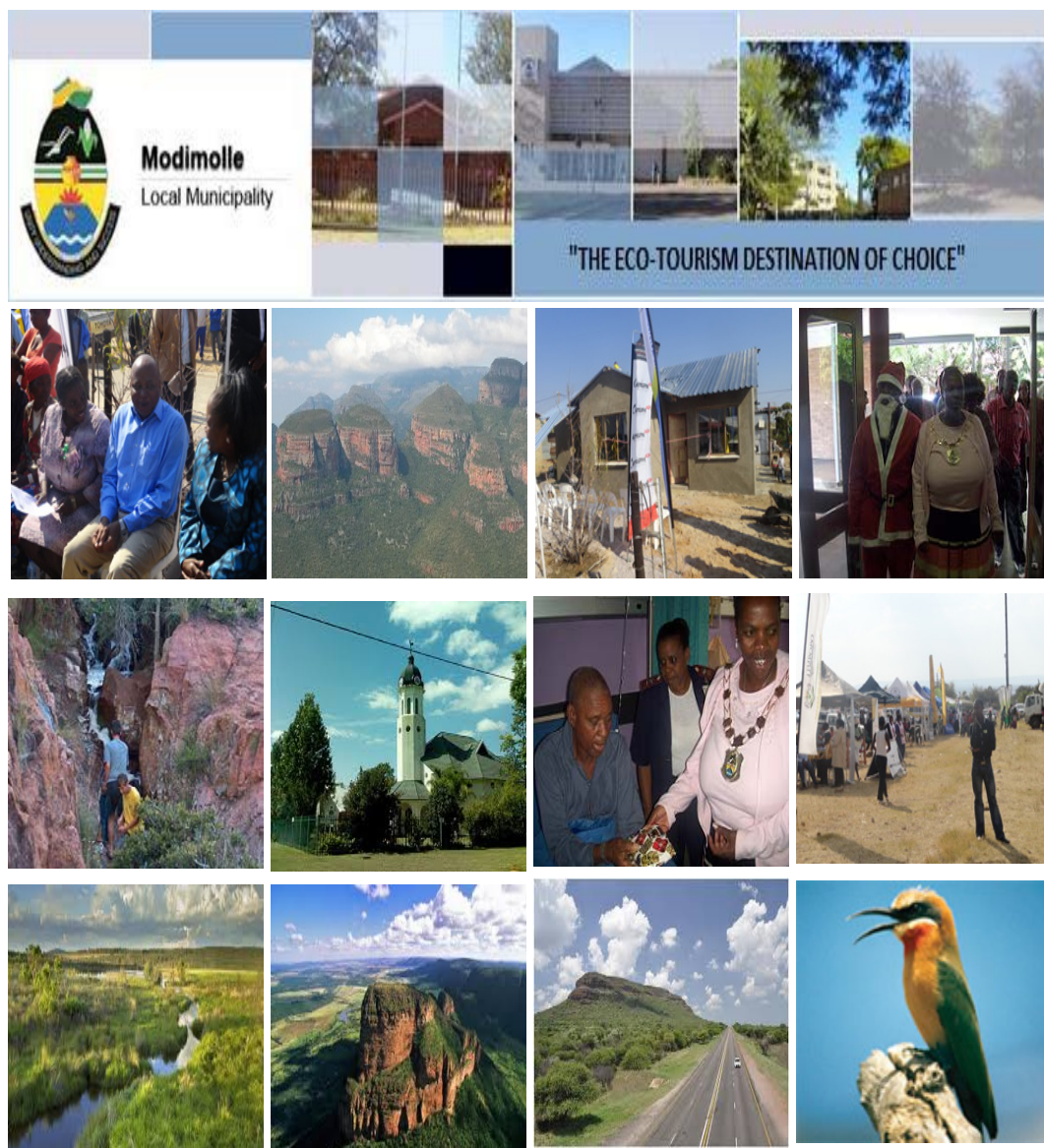
**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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	the Investment standards.	
Financial Plan (3 Years)	The purpose is to outline the comprehensive multi-year financial plan that will ensure long term financial sustainability for the Municipality.	Available
CORPORATE SERVICES		
Communication Strategy	The strategy aims at making and exploring the communication channels between the Municipality and its community more effective. The strategy sets out communication channels the municipality should explore with its citizens	
Employee Wellness Programme	<p>To provide employment practices and procedures and to combat discrimination and irrational responses to employees living with HIV/AIDS. The further seeks to eliminate unfair discrimination in the workplace based on HIV/AIDS. The objective is to:</p> <ul style="list-style-type: none"> ☑ To promote awareness of HIV/AIDS through education and training of what the disease is all about as well as the rights of all persons with regard to HIV/AIDS ☑ To promote appropriate and effective ways of managing HIV/AIDS in the workplace ☑ Workplace policy to avoid discrimination in the workplace, create and permit stable and productive working climate ☑ Education programmes that aims to promote and cultivate a culture of acceptance and support ☑ Wellness Programme conducted quarterly to encourage HIV, Counselling and Testing, and preventive screening for chronic conditions ☑ To render effective and efficient services to HIV and AIDS infected and affected employees 	
Year Master Plan For Modimolle	Plan provide the guiding framework within which the operational level implementation programmes of the IDP and constituent sector plans can be developed and implemented. The Plan further provides a clear indication of the extent to which the existing operational programmes and projects in the IDP and Sector Plans addresses and contributes towards the strategic level operational programme and the extent of which these programmes are aligned with the long term development vision	Available
Institutional Plan	The primary objective of an institutional plan is to ensure that consistent and integrated set of measures are put in place for institutional development. The Plan further makes provision providing for gender equity and appropriate transformation in the light of the Constitution of South Africa, Act No 33 of 2000 and the Employment Equity Act, No 55 of 1998 of as well as reviewing the institutional arrangements and implications of the planning process in keeping with the IDP. The Plan has a consolidated summary of the institutional activities that flow from the prioritised proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. (c) The consideration of service partnerships and the recognition that the NPO/CBO sector has an important role to play in service delivery oriented towards sustainability. (d) The institutional environment must create a learning base for in-house training of future local government practitioners.	Not Available
Employment Equity Plan	To achieve and maintain representivity in the workplace by appointing, empowering and developing competent members of staff which are equipped to implement the strategic plans of Council. The purpose of this plan is to eliminate identified discriminatory factors in relation to race, gender and disability that have denied access to opportunities for education, employment, promotion and wealth creation to South Africans including those currently employed by the Municipality. The plan is also aimed at ensuring that South Africa fulfills her obligations as a member of the International Labour Organization.	Available
Workplace Skills Plan	To Plan, budget and Implement Staff Training Activities. The municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act (Act No. 97 of 1998), the Skills Development Levies Act (Act No. 9 of 1999) and the South African Qualification Authority Act (Act No. 58 of 1995). The municipality has developed a comprehensive Work Skills Development Plan (WSDP) which the Employment Equity Plan forms an integral part and has registered with Local Government Sector Education and Training Authority.	Available
Public Participation Strategy	<p>To facilitate democracy by enabling broad but structured community and sector participation in Council affairs. The purpose of the Public Participation Strategy is to allow Stakeholders and community the opportunity to engage with the municipality and contribute on its decision making process. The Strategy is used to inform the public upfront on how the Council intends to involve them. The objective would be:</p> <ul style="list-style-type: none"> ☑ Promote the municipality and its activities in an integrated manner ☑ Education and communication between all parties ☑ Provision of adequate information about Municipalities Services, Projects and programmes ☑ Allow participation of Stakeholders and communities in policy development and management ☑ Establish and maintain existing partnership with business sector and civil society organizations. 	Not Available

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MUNICIPAL MANAGER

Performance Management Plan	<p>Key to delivering sustainable services to communities is a highly performing and better managed workforce. Performance management plays a key role in ensuring better management of both the individual and organisational performance against the vision and strategic objectives set by the municipality. Performance management also ensures that the organisation is able to:</p> <ul style="list-style-type: none"> ☑ Provide manageable handful of measures that are most critical to achieving the municipality's Integrated Development Plan (IDP) as well as the Service Delivery and Budget Implementation Plan (SDBIP) goals and other related delivery plans to Managers and especially Municipal Managers; ☑ Initiate an on – going diagnostic process for determining improvement areas in the municipality through quarterly or annual performance reviews; ☑ Eliminate information overload by ensuring that individuals are given what is exactly required of them and they report only on the critical performance areas; ☑ Put the IDP and the SDBIP at the centre of all municipal activities at both individual and organisational levels; and ☑ Link individual worker activities and performance to the overall municipality's strategy and IDP. 	Available
Disaster Management Plan	<p>To enhance the capacity of the Modimolle Local Municipality to prevent and to deal with disasters and to avoid developments which are subject to high risk of disasters. The plan seek to ensure that the following are in place to better plan for the event:</p> <ul style="list-style-type: none"> ☑ Disaster Risk Identification and Assessment ☑ Disaster Risk Reduction ☑ Knowledge management ☑ Response, recovery, rehabilitation and reconstruction. 	Available



C H A P T E R

APPROVAL AND IMPLEMENTATION

8

8.1 IMPLEMENTATION:

The implementation phase outlines the framework, systems and structures that the municipality put in place to ensure that the IDP is implemented. The Municipal Systems Act requires municipalities to promote a culture of performance among its political structures, political office bearers and councilors and its administration; and administers its affairs in an economic al, effective, efficient and accountable manner. The municipality has established structures that are assigned with the function of determining risks, developing performance management system and auditing municipal processes and compliance.

The IDP review has been a lengthy and intense interactive process with the stakeholders as required by the law; the implementation of the 2015/16 FY has been a profound impact on the review process. The municipality was able to become aware of the challenges that impede on the intended development. This relate to lack of funds, skills shortage, lack of knowledge, integration and exposure and lack of participation by few provincial departments and parastatals in municipal IDP processes; however the municipality will continue to engage and mobilize all stakeholders to be on board to overcome this challenges.

8.2 ORGANISATIONAL PERFORMANCE MANAGEMENT FRAMEWORK

Integrated Development Planning enables the achievement of the planning stage of performance management. Performance management fulfills the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any municipality to periodically review its own performance as well as that of its employees.

8.2.1 Performance Management System:

The policy exist as a response to the requirements of Chapter 6 section 38(a) of the *Municipal Systems Act, 2000*, which requires a municipality to establish a *performance management system* that is: Commensurate with its resources, best suited to its circumstances and in line with the priorities, indicators and targets contained in its integrated development plan. The municipality is also required by the Act to promote a culture of performance management among its political structures, political office bearers and councillors and in its administration and administer its affairs in an economical, effective, efficient and accountable manner.

The *Municipal Planning and Performance Management Regulations, 2001*, further instruct a municipality to ensure that its performance management system is compliant with legislation and clear. The Regulations also deals with performance agreements and how performance is planned and evaluated in terms of the 5 key performance areas.

8.2.2 Performance Management System Concepts:

TABLE 8.1: DEFINITIONS OF KEY PERFORMANCE MANAGEMENT CONCEPTS	
CONCEPT	DEFINITION
Performance Management	Are all those processes and systems designed to actively manage and develop performance at the level of individuals, teams, departments and the entire organisation; to ensure that the strategy and vision of the organisation are achieved. Performance management therefore entails: <ul style="list-style-type: none"> ☑ The definition of the performance that is being managed (design) ☑ The process of performance management (implementation) The management of the consequences of the performance (integration).
Performance Management System (PMS)	A framework that describes and represents how the municipality's cycle of processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players
Key Performance Areas (KPAs)	Service domain that is crucial to achievement of organisational goals
Objective	Statement about the ultimate and long-term outcomes the organisation wishes to achieve.
Key Performance Indicators (KPIs)	Measures (qualitative and quantitative) that whether progress are being made towards achieving set objectives.
Input indicators	An indicator that measures equipment, resources, economy and efficiency
Output indicators	An indicator that measures results
Outcome indicators	An indicator that measures the impact of reaching the target
Impact indicator	Indicators that measure the marked effect or influence of achieving specific outcomes
Baseline	Quantitative and/or qualitative level of performance as at the beginning of the monitoring period that the institution aims to improve on. It is the initial step in setting performance targets in most instances would be the level of performance recorded in the year prior to the planning period
Performance targets	Quantifiable levels of the indicators or milestones an individual or organization sets to achieve at a given point in time.
Target dates	The deadline applied to the performance target
Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performance Indicators and Targets covering a period of twelve months and assessed quarterly. makes up Annexure A of the

	performance agreement
Annual performance review cycle	Continuous period of 12 months: 1 July to 30 June of the following year
Review	An assessment of employees, directorates and the institution as a whole to monitor progress, resolve problems and adjust performance outputs, as part of the performance cycle. Within an evaluation cycle, four performance reviews/assessments will take place

8.2.3 Objectives of Performance Management

The objectives of the **Municipal Wide Performance Management System** aim to:

- ☑ The most important objective of the performance management system is to ensure that the entire municipality in synchrony with a common vision and mission and that all the objectives and strategies of the municipality as contained in the IDP are achieved
- ☑ The establishment of a framework for effective and regular performance feedback and reporting
- ☑ To create management information that enables the municipality to take decisions with reference to other Human Resource processes, such as remuneration and training, for example
- ☑ Ensure that the top Layer SDBIP is aligned to the IDP, and therefore, to political priorities
- ☑ Develop a Implementation Plan that reflects tangible programmes, activities and targets to achieve the priorities
- ☑ Ensure effective linkage between planning and budgeting through SDBIP
- ☑ Ensure that SDBIP form the basis of an effective organisational and employee performance management system
- ☑ Develop a monitoring and evaluation system that guarantees performance management and reporting against performance
- ☑ Install a performance-oriented culture across the municipality.

The **Employee Performance Management System** aims:

- ☑ To accelerate work performance of individuals to a higher level and to develop the capacity and ability of the municipality to sustain performance by encouraging Individual accountability and responsibility for individual performance, as well as development
- ☑ Improve the organisational performance by enhancing and acknowledging individual exceptional performance
- ☑ Communicates the standards and performance expectation to each employee
- ☑ Serves as a vehicle for implementing the Municipality's objectives
- ☑ Clarify expectations of what individuals are required to achieve
- ☑ Develop the skills and competencies of individuals within the organisation
- ☑ Foster a sound working relationship between managers and employees through counseling and coaching; the provision of feedback
- ☑ Provide a tool for managers to manage the performance of their staff
- ☑ Allow employees to become more actively involved in managing their own performance
- ☑ To identify underperformance and to implement and justify the resultant corrective follow-up actions
- ☑ Reward employees whose performance exceeds the output criteria
- ☑ Install a performance-oriented culture throughout the organisation, at the level of employees
- ☑ Focus on the development of staff members
- ☑ Offer improved token of appreciation as part of motivation to reward excellent performance by individuals
- ☑ Strengthening the accountability of individuals and their ownership of their own development
- ☑ Improved communication within the work environment.

8.2.4 Relationship between the IDP, PMS and Budget

The IDP is a key strategic planning tool in which the municipality's five-year programmes and projects are set out. The IDP programmes and projects inform the municipality's budgeting processes. Performance management measures, IDP implementation and budget performance.

8.2.5 Alignment of Planning Process

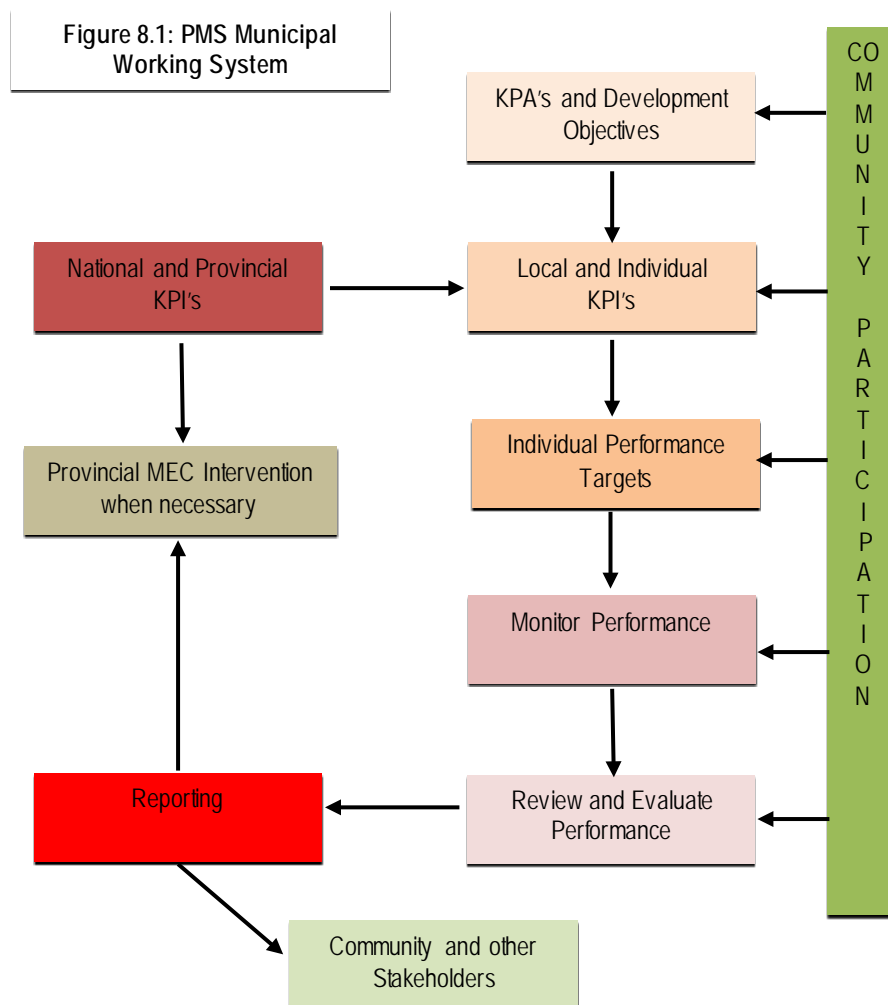
The Modimolle Local Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

At the beginning of the term of council, the municipal council and the Mayor will, in consultation with the public and key stakeholders produce an Integrated Development Plan. This outlines the key priorities and objectives for the Municipality for the next 5 years together with the concrete actions and targets for measuring achievement. The plan is reviewed on an annual basis.

The priorities and objectives in the IDP are cascaded into the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP outlines High-level municipal plan for 1 year with organizational Key Performance Indicators (KPIs) and Quarterly Targets.

The organizational KPIs and quarterly targets are cascaded into Technical SDBIPs which serves as high-level plans for individual departments. Once organisational objectives and targets have been set it is possible to cascade these down to the relevant departments and individuals. Individuals and departments by achieving their objectives and targets contribute towards the council achieving the objectives and targets in the IDP.

The Technical SDBIPs are further cascaded into Performance Agreements to be signed by each head of department which serves as tools to assess the individual performance. The municipality will ensure that the current performance management system is increasingly cascaded to all the employees.



8.2.6 Management and Operation of the System

The Mayor manages the development of the performance management system. The system is submitted to the municipal council for adoption and the Mayor assigns the management responsibility for the system to the Municipal Manager in terms of section 39 of the Municipal Systems Act, 2000. Planning occurs towards the end of each financial year following the review of the IDP. Key Performance Indicators and Targets are set at this stage. The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with the regulations. Performance is then measured against key performance indicators and performance targets set for departments in the SDBIP.

Municipalities are also expected to set objectives to respond to the 7 National General Key Performance Indicators. In order to determine the overall outcome of municipal performance, an annual community satisfaction survey should be conducted and its results be used to measure the satisfaction level of the municipality's main customers. The municipality also conduct an employee satisfaction survey on an annual basis in order to test the satisfaction level of employees as the municipality's internal customers. The municipality has adopted the balanced score card as a model to implement its performance management System.

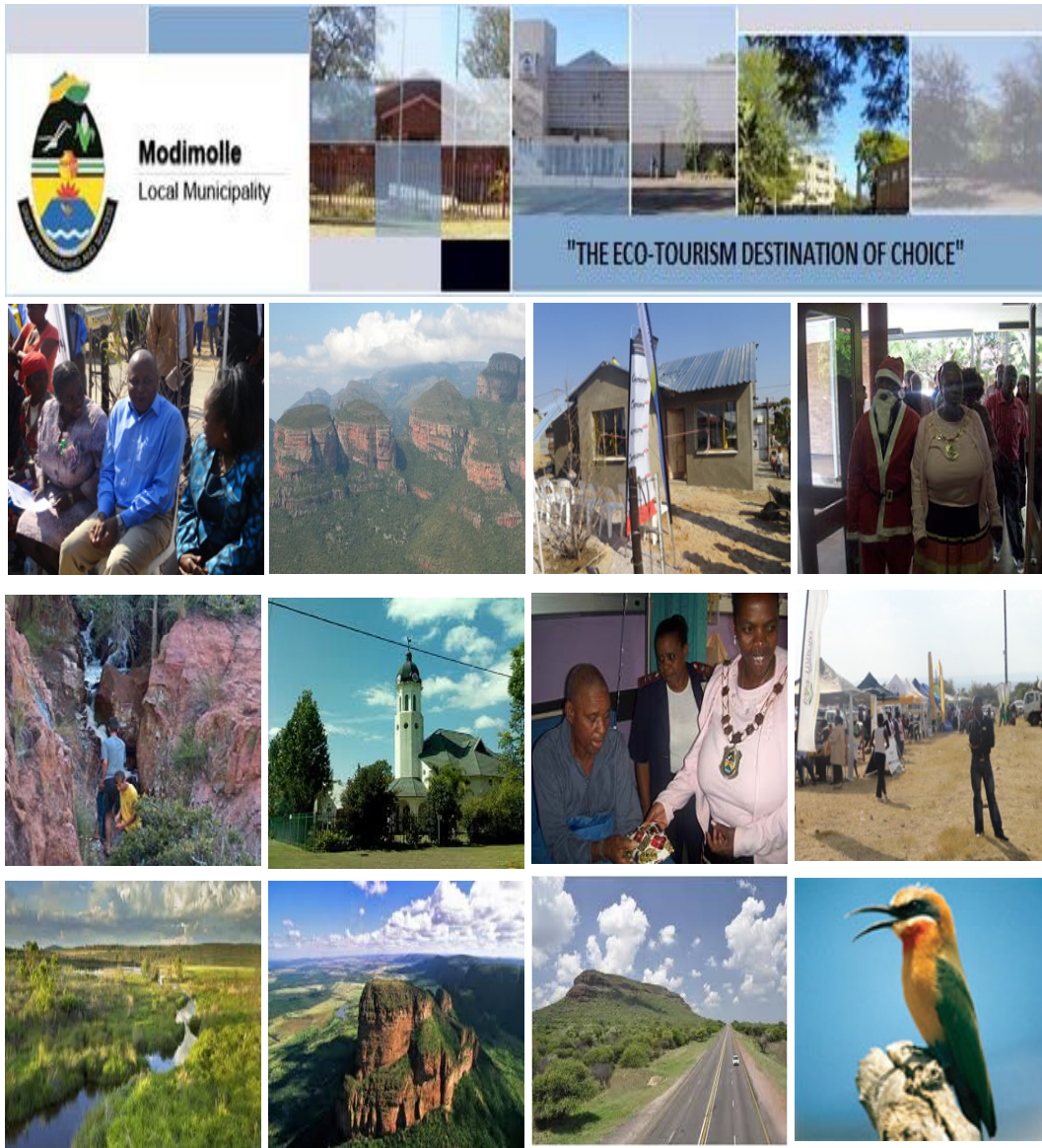
TABLE 8.2: BALANCED SCORE CARD PERSPECTIVES		
PERSPECTIVE	DEFINITION	LEADING QUESTION
Customer	The municipality must focus on how to meet service needs in an efficient manner.	Is the organization delivering the services communities or its customers want?
Financial	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
Internal Business	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
Innovation, Learning and	The organization's ability to improve and meet citizen demands ties directly to the employees'	Is the organisation maintaining technology and employee training for continuous improvement?

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Growth	ability to meet those demands	
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The Regulations and MFMA requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct through the internal audit function. The internal audit will produce an audit report on a quality basis to be submitted to the municipal manager and the Performance Audit Committee.

The municipality will ensure that the internal audit unit fully capacitated. A recent innovation has been the establishment of the **Municipal Public Accounts Committees**. This is an oversight Committee of Council but will be administratively supported by the internal audit unit.



C H A P T E R

CONCLUSION

9

**MODIMOLLE INTEGRATED DEVELOPMENT PLAN
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The municipality clearly finds itself in a very difficult situation both in terms of limited revenue base and service delivery in general. Much as the status quo indicate some pockets of success and improvement of the socio-economic aspects, a lot still needs to be done in order to completely turn the tide against poverty and joblessness.

This IDP is an honest acknowledgement of the shortcomings and now matched with concomitant strategies and high level activities to ameliorate the challenges. The community needs have been prioritised and the proposed programmes and projects have been identified to systematically address them. A short to long term strategy has been crafted notwithstanding the shortage of resources. The municipality will have to find ingenious ways to mobilise the resources including accessing donor funding to address mostly its current challenges related to service delivery and setting systems for long term prosperity.

Some of the projects that form part of the community needs are implemented through other agencies or by other Sector Departments. The most pressing need is water and sanitation, a fair attempt has been made to identify projects and develop a multi-year implementation programme. The same has been done in respect of MIG projects to ensure that the programme indeed respond to community needs.

It is also very important that whilst this IDP is rural bias and seeks mainly to address the service backlogs, investments should also be made in the refurbishment and upgrading of the existing infrastructure mainly found in the urban centers and townships in order to stimulate economic growth and keep up with urbanization. Such infrastructure investment will be mainly in the refurbishment and upgrading of water and sewer plants, electrical power stations, roads and storm water etc.

Interaction with other departments in order to promote intergovernmental planning and execution is one of the glaring weaknesses. It is for this very reason why the IDP is found wanting in respect of departmental plans and projects. During the consultation process, stakeholders including sector departments will be invited for further inputs. This interaction has to be sustained beyond just project identification, but should include co-monitoring and evaluation of the implementation of the IDP on a frequent basis.

The IDP and Budget will later be integrated into an annual Service Delivery and Budget Implementation Plan (SDBIP). The plan will be adopted after council has approved the IDP and later form the basis of the performance agreements for senior managers.